

Contra Costa Community College District

Contra Costa College • Diablo Valley College • Los Medanos College • Brentwood Center • San Ramon Valley Campus • Walnut Creek Center

BOARDreport

*The Governing Board Believes In Open Lines of Communication
with Employees and the Community*

Contra Costa
Community
College District

pathways to success

BOARD MEMBERS

**John T. Nejedly, President (Ward IV) • David N. MacDiarmid, Vice President (Ward I) • Jo Ann Cookman, Secretary (Ward V)
Tomi Van de Brooke (Ward II) • Sheila A. Grilli (Ward III) • Ivan Williams, Student Member**

The Governing Board of the Contra Costa Community College District is comprised of five trustees elected from individual wards and one student member with an advisory vote selected on a rotating basis from our colleges. The Governing Board meets on the last Wednesday of the month in the George R. Gordon Education Center, 500 Court Street, Martinez. You can reach the Governing Board by calling (925) 229-1000. Minutes of the meetings are available online at www.4cd.net.

Governing Board Meeting of September 27, 2006

The Contra Costa Community College District (CCCCD) Governing Board met in the George R. Gordon Education Center, Martinez, California on September 27, 2006. The meeting began with a closed session at 5:00 p.m. followed by open session at 7:00 p.m. Highlights of the meeting follow:

Calendar of Governing Board Meetings for 2007

The Governing Board approved the attached calendar of Governing Board meetings for 2007 (Board Report No. 20-A).

CCCCD Strategic Directions 2005-2007 – Status Report

The attached report was presented to the Governing Board for informational purposes. The Board commented on the positive Districtwide progress outlined in this report.

Educational/Facilities Master Planning: 2007 and Beyond

Cheryll Le May, Dean and Jeff Kingston, Vice Chancellor, Facilities and Operations, summarized the progress to date on the above plan. They emphasized that this plan will help the District develop a vision for programmatic building for the next ten years.

Upon approval at the next regular meeting, complete Governing Board minutes for this meeting will be posted at: http://www.4cd.net/governing_board/minutes06_07.asp.

**THE NEXT MEETING OF THE GOVERNING BOARD
WILL BE HELD ON OCTOBER 25, 2006, AT 7:00 P.M.
IN THE GEORGE R. GORDON EDUCATION CENTER,
500 COURT STREET, MARTINEZ, CALIFORNIA**

**Contra Costa Community College District
SCHEDULE OF GOVERNING BOARD MEETINGS*
January to December 2007**

<u>Date</u>	<u>Location</u>
January 31, 2007	George R. Gordon Education Center
February 28, 2007	George R. Gordon Education Center
March 28, 2007	George R. Gordon Education Center
April 25, 2007/4:00 p.m.	Los Medanos College Room TBD
May 30, 2007	George R. Gordon Education Center
June 27, 2007	George R. Gordon Education Center
July 25, 2007/4:00 p.m.	Diablo Valley College BFL Community Center
August 29, 2007	George R. Gordon Education Center
September 26, 2007	George R. Gordon Education Center
October 24, 2007	George R. Gordon Education Center
November 14, 2007/4:00 p.m.	Contra Costa College Room TBD
December 12, 2007	George R. Gordon Education Center

*Meetings are held at 7:00 p.m., unless otherwise noted
Requests to appear on the agenda shall be in accordance with Board Policy 1002

(Board deadline dates on reverse side)

CCCCD STRATEGIC DIRECTIONS: 2005-2007

Status Report

On September 28, 2005, the Governing Board adopted four (4) strategic directions, with related specific objectives, for the time frame 2005-2007. Subsequent to the adoption of these directions and objectives, the Chancellor's Cabinet developed action steps for each objective and assigned those action steps to the colleges and/or the District Office. For those action steps assigned to the District Office, each action step was further assigned to either the Chancellor or an appropriate Vice Chancellor.

The purpose of this report is to inform the Governing Board of the status toward achieving the strategic directions, related specific objectives and action steps. Information reported herein is current as of June 15, 2006.

CONTRA COSTA COMMUNITY COLLEGE DISTRICT
Strategic Directions for 2005-07

* Shaded text for Diablo Valley College indicates Performance Indicators.

1. ACHIEVE ENROLLMENT GROWTH TO BETTER SERVE OUR COMMUNITY

1.1 Plan to achieve productive growth that will restore the District funding base.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Announce free units for new students by bus tails. The CCC Foundation will refund the cost of one unit for the first 200 new students who enroll for ten or more units. <i>The number of students who have participated in the program was small. The response to this and other Foundation-funded campaigns was quite limited. Students reported having difficulty following the differing intentions. Only one student applied for the new student rebate. Two submitted for the One More Class, One More Opportunity rebate.</i> • Promote through press releases a campaign to pay for units if you are a new student taking ten or more units. The CCC Foundation will fund this campaign. <i>The course schedule for Spring was increased by 5%. The high school offerings increased to 11 sections held at local high schools throughout our service area. This is an increase over fall term. Along with information to The Advocate and e-mails announcing the campaign, we ran an ad in The Globe for six weeks starting in mid-November.</i> 	<ul style="list-style-type: none"> • Strengthen outreach, recruitment, and enrollment management, and enhance the marketing plan to attract a higher proportion of high school graduates and those interested in personal and career enhancement. <ul style="list-style-type: none"> ○ Increased proportion of high school students enrolled. Increased number of students enrolled in career and technical programs. ○ Hired Director of Marketing/Communication ○ Filled Relations with Schools position ○ Filled Career Pathways Specialist position ○ Organized a High School Day in spring – focus on high school students traditionally not college-bound and/or have not yet made the connection to DVC (81 high school seniors participated) ○ Implemented credit by exam for high school students ○ Slowed FTES decline from -5.87% in 04-05 to -0.96% in 05-06 ○ Summer 2006 FTES enrollment is up by 94 students, or 4.65% from 2005 ○ Summer 2006 head count enrollment is up by 431 students, or 3.65% ○ Summer 2006 seat count is up by a healthy 1,270 students, or 7.26%. The increase in seat count means that 	<ul style="list-style-type: none"> • Increase schedule size by over 5% in Fall 05, Spring 06, and Summer 06, while aggressively canceling low-enrolled courses to maintain productivity. <i>Increased schedule and productivity in 05-06 compared to 04-05. While productivity at the college decreased in 05-06 and enrollment targets and FTES goals were not reached, the schedule was sufficient in capacity. Productivity was actively pursued by cancellations and strategic additions to the schedule.</i> • Increase student services personnel during peak in-person registration periods to provide real-time counseling and advising while students are in registration lines. <i>Student services staff were redirected to be physically present at the A&R area when lines for student registration were present.</i> • Create new curriculum in Process Technology, Engineering, Environmental Science, Geology and Geography. <i>Approved by the Governing Board et al to be taught in 06-07.</i> 	<p>Audit Services -</p> <ul style="list-style-type: none"> • Conduct a review, based on risk assessment, to determine whether all FTES collected is being reported. <i>No action to date due to on-going investigations.</i> <p>Facilities -</p> <ul style="list-style-type: none"> • Deliver an accurate five year facility plan for each college to the state. <i>Completed the 5- year plan facilities plan for each College.</i> • Accommodate growth through planning and project proposal applications for state funding. <i>Accommodated growth through planning and project proposal applications by submitting four IPPs and two FPPS to include the Brentwood Center FPP to the State.</i> • Deliver modernization projects with priority on additional instructional space with larger classrooms. <ul style="list-style-type: none"> ○ <i>Provided the leadership and organization to successfully bid over \$150M in projects over the past 12 months.</i> ○ <i>Continued progress</i>

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<ul style="list-style-type: none"> • Fill low-enrolled sections with faculty and counselors with collaborations. Faculty will notify counselors when their rosters are low, requesting assertive referrals of students. Counselors will use the "search classes" function to identify low-enrolled sections and refer students to them. <i>Counselors were provided updated enrollment statistics during the registration process. They were encouraged to direct students to those classes that were traditionally low-enrolled. Enrollments in areas of engineering and dental assisting did increase in the Fall2005.</i> • Provide the match for MCHS's Gates Foundation grant that keeps MCHS students at CCC for a fifth year. Foundation covers tuition and books for such students who are eligible for financial aid, fee waivers, EOPS, etc. <i>The Foundation covered tuition and books for three students this year and five last year who were fifth-year students but not eligible for financial aid.</i> • Recruit students for the PACE program by having the Dean of Economic Development and the College Community Liaison visit large companies and public service agencies to recruit students for the PACE program. Emphasis will be on encouraging tuition 	<p><i>the college is offering more than 42 classes this summer, compared to that of last summer.</i></p> <ul style="list-style-type: none"> ○ <i>Students enrolled in summer 2006 are carrying a heavier course load compared to that of last summer</i> • Improve outreach to and articulation with middle and high schools to enhance college preparation and college-going rates, with special attention to students from underrepresented groups. <ul style="list-style-type: none"> ○ Increased number of minority students enrolled at DVC. ○ Increased number of high school students placing above basic skills. ○ <i>Sponsored articulation conference for high school faculty in English & math</i> ○ <i>Sponsored articulation conference – Career/Technical Education: focus: ECE, Multimedia, Engineering</i> ○ <i>Implemented course articulation with high schools</i> ○ <i>Initiated and hosted computer programming competition</i> ○ <i>Hosted building trades, construction and engineering camps</i> ○ <i>Offered high school exit exam prep class, and another section in the fall</i> ○ <i>Submitted grant application in collaboration with MDUSD to fund career explorations activities in middle schools, linking them</i> 		<p><i>on new and remodeled facilities to provide state of the art facilities and expanded classrooms, labs and support facilities to benefit current and future students at the three colleges and San Ramon Valley Center</i></p> <ul style="list-style-type: none"> • Pass a new bond measure. <ul style="list-style-type: none"> ○ <i>Developed preliminary programming and wrote the resolution for a new bond to include being a part of the campaign committee and leading the campaign fund raising sub committee</i> ○ <i>Campaigned for and successfully passed a new bond to fund the District's future facilities plan.</i> • Submit needs study for LMC Brentwood Center to Board of Governors. <i>Completed the State planning process to include a submission of a packet to request center status for the LMC Brentwood Center. The request for Center status from the State is planned to go to the Board of Governors in October 2006 and then to CPEC in January 2007 for final approval.</i> <p>Finance -</p> <ul style="list-style-type: none"> • Provide colleges current-year enrollment projections upon which to plan the 2006-07 FTES goals and budget. <i>FTES goals are set, and the college</i>

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<p>reimbursements for employees to enroll at CCC. <i>Pace Brochures were distributed to business and community members at the following meetings: Contra Costa County Workforce Investment Board, Business Development Center, City of Richmond Work-Force Investment Board, Contra Costa Business and Education Collaborative, Richmond Chamber of Commerce Education Committee, School to Career Board Meeting, Richmond Discussion Group. Michele Jackson made personal presentations to 11 businesses and government agencies. As of Jan. 06, 33 students were recruited as a result of these efforts. Surveys were given at the end of each of the following events and responses were very positive about the events and what students received from them.</i></p> <ul style="list-style-type: none"> • Continue outreach with Student Services and Economic Development for high school students in the fall semester. <i>Fall 2005: Alternative High School Visitation Day - 200 WCCUSD high school students were on campus to see the vocational programs at CCC. Spring 2006, Jan.: Tech Careers Conference - 30 high tech businesses and 300+WCCUSD high school students were at the College to hear workshops by business leaders on all the high tech careers available to students today.</i> 	<p><i>with high school and college activities; will fund Expanding your Horizons at DVC</i></p> <ul style="list-style-type: none"> • Develop a FTEF growth model that rewards productivity. <ul style="list-style-type: none"> ○ <i>Increased productivity and reduced number of cancelled sections in each division.</i> ○ <i>Office of Research and Senior Dean, Transfer & GE are jointly developing a model and evaluating the data; faculty will be included in August</i> 		<p><i>allocations are calculated. The District is providing FTES information to the colleges on a continuing basis. The FTES goals for 2006-07 were initially established 2-14-06, with a slight reduction for LMC being made a week later. These goals were used in calculating the College's allocation in the 2006-07 budgets.</i></p> <p><u>Human Resources -</u></p> <ul style="list-style-type: none"> • Assist colleges in maximizing recruitment efforts to hire needed faculty and staff to provide optimal services. <i>Recruitments completed as agreed to with colleges. Additional hourly employee hired to increase recruitment capacity for remainder of 2006.</i> <p><u>Information Technology and Research -</u></p> <ul style="list-style-type: none"> • Provide a system for accurate and timely enrollment projections. <i>Reports are in place, agreed upon and utilized.</i> • Continue to provide electronic access to services for students in student service areas such as admissions, registration, financial aid, etc. <i>Services are available, accessible and highly utilized.</i> • Work with the Research Council in developing and programming an FTES projection model that helps assess progress towards our FTES goals.

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<p><i>Spring 2006, Jan.: 250 regular high school students visited the college to hear our vocational faculty present career workshops and provide tours across the campus. Spring 2006, April: Middle School Visitation Day – 130 middle school students visited some of our really inspiring areas such as the planetarium, the radio station, culinary arts, music recording studio, to begin thinking about careers and going to college. We also participated in other events like careers in health-care. Summer 2006: Fifty high school students across Contra Costa County sponsored by Kaiser Permanente attended a biotech summer camp at Cal State East Bay, Concord campus. The Economic Development unit also paid for two vocational counselors - one to provide vocational counseling hours in each of our six feeder high schools and one is at The San Pablo One Stop Center for 13 hours per week.</i></p> <ul style="list-style-type: none"> • Distribute the CCC E-Mail community newsletter to households in West County in late December/early January. It will feature many of these enrollment growth strategies. <i>"E-Mails", CCC's community mailer, were sent to all residential addresses in West County at the end of December. The document was sent to ninety percent of our</i> 			<p><i>An FTES projection model has been developed, tested, and is currently being used by all sites.</i></p> <p><u>International Education -</u></p> <ul style="list-style-type: none"> • The District will continue to recruit students to grow the International Education program, increasing the District's funding base while meeting the needs of an expanding and diverse student population. <i>The International Education Program has expanded its recruiting efforts in East and Southeast Asia. Current plans include an expansion of recruiting efforts in both South America and Southwest Asia in an effort to increase the diversity of the international student population. Preliminary estimates of international student enrollment in the fall semester of 2006 indicate a five percent enrollment increase over the fall semester of 2005.</i>

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<p>service area. The document also contained information on college programs and an update of college construction projects and campus events.</p>			

1.2 Provide improved access to meet community needs and college priorities.

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<ul style="list-style-type: none"> • Outreach will be conducted to West County high school students who will graduate mid-year, encouraging them to enroll at CCC. The CCC Foundation will announce the availability of its First-year Student Scholarships to this cohort. Those who enroll at CCC with a 3.0 or better GPA will receive First-year Student Scholarship of \$250 book grants each semester for up to four semesters at CCC. Several details beyond the scope of this campaign delayed its implementation, including clarification of a student's status if they enrolled at community college and wanted to transfer after a semester. Once logistics were settled and the campaign was launched, flyers and applications were distributed by Outreach and the One Stop Center. The website included the application and flyer for high school students to download as well. CCC's Outreach Office provided a list of students who were 	<ul style="list-style-type: none"> • Expand student access by increasing the flexibility of the schedule as well as modes of instructional and student service delivery. <ul style="list-style-type: none"> ○ Increase in the number of short-term, 15/16 week classes and online courses by 50. ○ Significant progress in assessing the utility of a compressed calendar. ○ Participated in the Districtwide discussion on the implementation of a compressed calendar ○ Changed all evening and weekend business classes, those offered at WCC and CSUEB to 15 weeks ○ Made GE requirements for the AA degree available as a weekend program • Develop a holistic approach to learning that enhances student success by expanding the learning community's model. <ul style="list-style-type: none"> ○ Expand the use of linked classes and learning communities so that each DVC student has the opportunity to participate in the model. 	<ul style="list-style-type: none"> • Increase number of classes at the Brentwood Center and in local high schools. FTES and headcount at Brentwood increased. Additional classes are now taught at 5 of our feeder high schools. • Sponsor local swim teams, Academic Decathlon, and participated in UC President's Office/AUSD plans for Algebra – Improving College Going Rates program. Over 100 families served by swim teams on campus, strong participation in Academic Decathlon by local high schools earning the college positive publicity and letters of commendation. Possible summer 07 introduction of UC Algebra Academy at LMC. • Begin plans for evaluating and redesigning ESL instruction at LMC. New grant-funded instructor hired and steering committee with community participation has been formed. 	<p>Chancellor –</p> <ul style="list-style-type: none"> • The acquisition of information for the development of an enrollment management plan and to assist in the development of an integrated master plan have been combined. The Chancellor's Office, in conjunction with Districtwide marketing and the Research and Planning Council, have determined the types of internal and external information needed for both activities. An environmental scan has been conducted by DVC. Results are expected sometime in June 2006. The results of this scan will drive future information collection activities. <p>Facilities –</p> <ul style="list-style-type: none"> • Include ADA components in facility projects. Included ADA requirements in all projects in design and also bid two projects specifically designed to provide ADA access to code at two colleges. • Provide safe and secure campuses. Hired a new Police

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<p><i>confirmed to graduate. The number of early graduates was not as high as originally stated so only three early grad awards were actually made. However, this campaign could be the most useful in recruiting new students, particularly in the spring semester. It would be beneficial to start the campaign at the onset of the fall semester, to get students thinking of their options as part of the "college preparedness" blitz.</i></p> <ul style="list-style-type: none"> • Include additional course sections in the Spring Schedule of Classes as well as a center spread focusing on non-traditional classes such as short-term online, televised courses and those now scheduled in the "Afternoon College". <i>The spring schedule was increased by 5% and we had afternoon and weekend courses included in that increase.</i> • Teach CCC classes, open to the entire community, in the afternoons on high school campuses. <i>Eight were offered in FA05. SP06 there will be 11.</i> 	<ul style="list-style-type: none"> ○ <i>Ujima – one year</i> ○ <i>"Building Bridges"</i> ○ <i>Learning communities task force is exploring models</i> • Expand course offerings to include noncredit courses. <i>An increase of noncredit offerings from two to twenty.</i> ○ <i>No status update.</i> 		<p><i>Chief who has provided new and improved leadership and organization to better provide safe and secure campuses. He has also improved staffing, shift arrangements, equipment and vehicles to allow for a more productive force/departments thereby improving the campuses safety and security as crime continues to rise in adjacent communities.</i></p> <ul style="list-style-type: none"> • Work with architects to ensure sufficient infrastructure for current and future college buildings. <i>Reviewed and have made changes to our Architectural contracts to enhance the service we are receiving from our Architects for future college buildings.</i> • Assist in eliminating any architectural barriers within our existing facilities. <i>Preparing an RFQ for Architectural master planning services to be prepared for the delivery of the new infrastructure and facilities identified in for funding under the new bond.</i> • Actively work with the state chancellor's office on new funding sources, grants and state appropriations available to augment ADA and infrastructure needs of the colleges. <i>Accommodated growth through planning and project proposal applications by submitting four IPPs and two FPPS to</i>

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			<p><i>include the Brentwood Center FPP to the State.</i></p> <p>Finance -</p> <ul style="list-style-type: none"> • Continue ongoing review of enrollment reporting and other revenue streams to increase resources available to support college priorities. <i>Identified revenue increases. The District closely monitors enrollment to accurately project current year apportionment revenues. Additionally, the District reviews a variety of state reports to identify, and budget all potential revenue enhancements. For 2006-07 some of the revenue increases have been: \$670,000 in one-time state allocation for unused 2004-05 basic skills funding; \$1,200,000 due to the elimination of deficit funding; \$240,000 from settlement of the Enron lawsuit; \$600,000 in non-resident and foreign fees in excess of budget.</i> <p>Human Resources -</p> <ul style="list-style-type: none"> • Enhance the HR website. <i>Numerous new documents and forms imaged and available on website including benefits plan documents and employee/employer benefits premium rate sheet.</i> <p>Information Technology and Research -</p> <ul style="list-style-type: none"> • Upgrade to WebAdvisor 3.0 which will provide a new and improved web interface for students and

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			<p>employees while also expanding services available on WebAdvisor with new web workflows. <i>WebAdvisor 3.0 is implemented.</i></p> <ul style="list-style-type: none"> • Continue to support the District's wide area network to ensure connectivity and the infrastructure for communication. <i>Systems are implemented and successfully utilized.</i> • System and applications will be expanded, upgraded, replaced or newly implemented to improve delivery of technology. <i>Network uptime is 99.99%.</i> <p>International Education -</p> <ul style="list-style-type: none"> • Update international student/study abroad websites (including design/layout, new content, and translated foreign language pages). <i>Updated pages completed and online.</i>

1.3 Enhance services to meet the needs of an expanding, diverse student population.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Promote commercials on Spanish radio promoting ESL classes as a first step toward a college degree. <i>Twenty-six commercials in Spanish were aired on KSOL radio. Ellen Smith and an Early Childhood Education</i> 	<ul style="list-style-type: none"> • Improve student support services to create a seamless transition from application through assessment, advisement, placement, and goal attainment. <ul style="list-style-type: none"> ○ <i>A one-day matriculation process is the standard for students.</i> 	<ul style="list-style-type: none"> • Apply for HSI Title 5 Grant. <i>Awarded \$2.7M over 5 years.</i> • Authorize remodel and expansion of EOPS, Financial Aid, and CalWorks into existing Employment/Career Center space to better serve and increase the number of low-income 	<p>Facilities -</p> <ul style="list-style-type: none"> • Train police services in educational community policing. <i>Police Services conducted a leadership team meeting to plan training for the coming fiscal year for community policing.</i> • Work with colleges to plan and develop

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<p><i>graduate were also guests on a KSOL community affairs program while the ads were running. We also installed switchboard information in Spanish, and we responded to several calls for information. We have asked Research & Planning to see if there was any appreciable increase in ESL enrollment for Spring semester</i></p> <ul style="list-style-type: none"> • Promote commercials on youth-focused radio (actual stations to be determined). <i>At least 108 paid radio spots plus an unknown number of bonus ones ran on KISQ, KKDV, KUIC and KMEL the first two weeks of January. They featured all three colleges. KMEL is the only station that has been mentioned by our students as a good medium so it is likely that LMC and DVC received more benefits from this campaign. It was paid for by the District Office.</i> • Refer a Friend to CCC campaign. Current students who refer new students will receive a \$25 gift certificate to the CCC bookstore from the CCC Foundation and will be entered into a drawing for a Playstation Portable. Awards will be made to current students upon enrollment and payment of tuition by the new students. Drawing will be the first week of spring semester. <i>Twenty-five gift certificates were</i> 	<ul style="list-style-type: none"> ○ <i>Initiated planning for a pilot one-day matriculation process</i> ○ <i>Delivered information sessions at feeder high school (05/06 – 1,337 students participated)</i> ○ <i>Offered assessments at high schools (1,100 students assessed in 20 assessment sessions)</i> ○ <i>Provided centralized information through the information center (05/06 – 962 inquiries completed)</i> <ul style="list-style-type: none"> ▪ Create new retention strategies and ensure that faculty and staff are well informed about all programs that support retention and success. <ul style="list-style-type: none"> ○ <i>The establishment of the ACES or Early Alert System.</i> ○ <i>The development of special programs such as Ujima, Honors, MESA</i> ○ <i>Early Alert – in final planning stages for this electronic system</i> ○ <i>Learning communities, Ujima improved communication</i> ○ <i>Student Ambassador program – improved communication between students and faculty</i> ○ <i>Make-up testing center reopened under instruction office coordination</i> ○ <i>Office of Research provides data to department on retention rates for individual instructors and their classes, and a comparison</i> <ul style="list-style-type: none"> • Continue to investigate a student payment plan. <ul style="list-style-type: none"> ○ <i>Availability of a student payment plan</i> 	<p>students served by these programs. <i>Plans completed, demolition completed, work stations ordered, 8 weeks construction project at mid-point.</i></p> <ul style="list-style-type: none"> • Create Brentwood Center as an academic division. <i>Completed.</i> 	<p>appropriate service-oriented designs of projects. <i>Allowed Colleges to set future project planning and development priorities based upon their understanding of need.</i></p> <ul style="list-style-type: none"> • Provide training for facilities staff to be service oriented with student, faculty and staff population. <i>Met with the facilities staff at each College to train them in our roles and responsibilities with regard to providing services to the leadership, staff, faculty, and most importantly to the students at the Colleges.</i> • Prioritize maintenance and operations activities to better meet student needs. <i>Maintenance and operations priorities have been shifted to address areas affecting students first, for example, classroom repairs to include repairs that affect the comfort of students, faculty and staff.</i> • Provide opportunities for students to provide designs in landscaping, carpet murals, and other creative site improvements. <i>Integrated students into the Solar generation project to include meetings with the professor to discuss ways the students could participate. Vendor visits were conducted with the engineering classes to better understand how they</i>

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1.3 Enhance services to meet the needs of an expanding, diverse student population.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<p>awarded for the "Refer a Friend" campaign. However, this and the early grad campaign are likely to be the most useful in increasing future enrollment.</p>	<p>to include textbooks and supplies.</p> <ul style="list-style-type: none"> ○ College decision made: will not be offered since it would place students at a disadvantage as compared to our current system. ● Send e-mail messages to all currently enrolled students on a monthly basis to remind them of important information related to registration, short-term courses, add/drop dates, application dates, etc. <ul style="list-style-type: none"> ○ Appropriate e-mail messages are sent on a timely basis. ○ Sent enrollment related e-mail messages to all students every six to ten weeks as reminder of important dates and student services. ○ Updated and distributed forms and documents related to the enrollment and registration process by the information center ● Re-establish a strong outreach/relations with schools office. <ul style="list-style-type: none"> ○ Meets Expectations ○ Held 30 information sessions at feeder high schools – 1,337 students participated ○ Participated in 12 college nights and tabling events, reaching more than 11,000 potential students ○ Prepared and distributed 4,500 information packets to high school seniors ○ Offered 6 campus tours, 307 student participated ● Coordinate new outreach efforts led by the outreach/relations 		<p>may effectively participate in the project. A plan is in place for the engineering students to be a part of the project by participating in the data-gathering and design phase along with system performance testing.</p> <p>Finance -</p> <ul style="list-style-type: none"> ● Improve responsiveness to the colleges by filling all vacancies in the finance department. All current vacancies are filled. Although part-time employees are being utilized to backfill vacant positions, finance has had trouble finding qualified candidates to permanently fill the open positions. Low salaries as compared to the market are cited as the impediment. The Chancellor is planning a reorganization of the District Office which will include addressing finance staffing issues. <p>Human Resources</p> <ul style="list-style-type: none"> ● Ensure that recruitment reaches a diverse audience. Development and implementation of a post-recruitment survey. Diversity of hires ● Ensure that the selection process incorporates staff diversity. Development and implementation of a post-recruitment survey. <p>Information Technology and Research -</p> <ul style="list-style-type: none"> ● Provide E-Advising capabilities via WebAdvisor for use by

1. ACHIEVE ENROLLMENT GROWTH TO BETTER SERVE OUR COMMUNITY

1.3 Enhance services to meet the needs of an expanding, diverse student population.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
	<p>with schools coordinator working with the outreach task force.</p> <ul style="list-style-type: none"> ○ Meet regularly and develop outreach strategies. ○ High School Day, efforts accomplished and ongoing ○ 81 high school seniors participated ○ 25 high schools represented, of them 15 of DVC's feeder high school ○ Outreach calendar, representing the collective outreach efforts of the campus, available on the Intranet <ul style="list-style-type: none"> ● Implement high school articulation efforts in targeted high school programs, i.e., multi-media, CAD and early childhood education. <ul style="list-style-type: none"> ○ Track and report number of high school programs visited, number of signed applications, and number of students taking challenge exams ○ Offered CAD classes at Monte Vista High School ○ Applied successfully for Tech Prep 2006-2007 CDE grant to fund additional career pathways ○ Developing a SB 70 grant application to fund Career Pathway expansion at Alhambra High School in Construction and Engineering ○ Implementing holistic needs assessment in fall 2006 ○ Ongoing effort ● Identify needs of underrepresented groups and support their success through programs such as 		<p>all counselors and students. Students and counselors utilize and express satisfaction with accessibility and format of services available.</p> <ul style="list-style-type: none"> ● Provide electronic Early Alert capabilities via WebAdvisor for faculty and students. Faculty utilize WebAdvisor to update Early Alert information for students in their classes. ● Provide the mechanism for allowing instructions in alternate languages for WebAdvisor. Instructions for using WebAdvisor and registering online are available in Spanish. ● Make progress on a plan to provide online and by-phone services to students in Spanish. Online and phone registration in Spanish is available and being used. ● Perform an environmental scan (internal/external assessment) to obtain information on our existing and changing community demographics. Information about our community demographics is available so that services can be aligned. <p>International Education -</p> <ul style="list-style-type: none"> ● Explore recruitment of international students of underdeveloped and underrepresented countries (e.g. Mideast, Africa and South America). No progress made on this item.

1. ACHIEVE ENROLLMENT GROWTH TO BETTER SERVE OUR COMMUNITY

1.3 Enhance services to meet the needs of an expanding, diverse student population.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
	<p>Ujima, Puente, and CARE.</p> <ul style="list-style-type: none"> ○ <i>Report on needs of Ujima and CARE program students and monitor efforts towards increasing the number of Puente cohorts.</i> ○ <i>Research reported on different demographic groups</i> ○ <i>Needs identified but not yet institutionalized</i> ○ <i>Puente Program is exploring opportunities to expand</i> ○ <i>Puente Program gave Board report</i> ○ <i>CARE is working with EOPS on workshop offerings</i> <p>• Increase communication to undecided and underprepared students about careers, transfer, and majors.</p> <ul style="list-style-type: none"> ○ <i>Monitor e-mail blasts, attendance at transfer events, career/major fairs and workshops.</i> ○ <i>Organized Career Majors event/job fair</i> ○ <i>Expanded online career workshops</i> ○ <i>Offered Brown Bag workshop: "Finding a career that fits"</i> ○ <i>Participated in community and business events to reach non-traditional students</i> <p>• Develop articulation agreements with historically Black colleges.</p> <ul style="list-style-type: none"> ○ <i>Track efforts and progress towards establishing articulation agreements with historically Black colleges.</i> ○ <i>Initiated building relationships with those institutions</i> ○ <i>Explored existing connections in education and business in those cities</i> 		

1. ACHIEVE ENROLLMENT GROWTH TO BETTER SERVE OUR COMMUNITY

1.3 Enhance services to meet the needs of an expanding, diverse student population.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
	<ul style="list-style-type: none"> • Create new retention strategies including an early alert electronic process. <ul style="list-style-type: none"> ○ <i>New early alert electronic process is operational and other strategies are identified for future implementation.</i> ○ <i>Upgrade to Webadvisor 3.0 and the expected December 'release 18' delayed the implementation due to software trouble shooting necessary.</i> ○ <i>Spring 07 for full implementation</i> ▪ Utilize the Faculty Senate Student Services Committee and the Classified Senate to better communicate information about student support services. <ol style="list-style-type: none"> 1. <i>Increase agenda items and reports to both the Faculty Senate Student Services Committee and the Classified Senate.</i> 2. <i>Consulted</i> 3. <i>Meets 2x month, worked on student health services, athletes code of conduct, appeals process procedure</i> 		

REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

2.1 Make sound fiscal decisions, based on District priorities and good information, that ensure the long-term financial health of the District.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Establish criteria for funding of unit plans. <i>The college's budget committee established</i> 	<ul style="list-style-type: none"> • Support District's enrollment growth initiative. ○ <i>DVC meets or exceeds</i> 	<ul style="list-style-type: none"> • Maintain conservative spending in the operational budget to cover need for 	<p><u>Audit Services</u> - 1. Include Audit Services in the review of all major fiscal decisions such</p>

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

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Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<p><i>the criteria for funding of unit plans for 2006-07. The rubric for evaluating requests for funding was also established by the committee. The criteria and the rubric were approved by College Council. The information was disseminated to the entire college community by campus e-mail.</i></p> <ul style="list-style-type: none"> • Report summary of ideas from constituencies through the unit plans. <i>The unit plans for 2006-07 have been submitted to the Business Office. So far, more than 50% of all the units have submitted their annual plans. This is an improvement over the prior year, where less than 50% in total submitted their annual plans.</i> • Periodic review of budgets vs. spending by all units. <i>Budget reports are printed on a monthly basis to review budgets vs. spending. Units that overspend or can potentially overspend their budgets are identified and given early alert for corrective action</i> 	<p>its FTES goals.</p> <ul style="list-style-type: none"> ○ <i>Summer FTES enrollment is up by 94 students, or 4.65%</i> ○ <i>Summer head count enrollment is up by 431 students, or 3.65%</i> ○ <i>Summer seat count is up by a healthy 1,270 students, or 7.26%</i> ○ <i>Summer class offering is up by 42.</i> <ul style="list-style-type: none"> • Continue to explore a compressed calendar option for the District. This option could increase District FTES by approximately 3%. <ul style="list-style-type: none"> ○ The compressed calendar task force completes its charge. ○ <i>The task force made its recommendation to the Chancellor.</i> 	<p>increased hourly instructional spending. <i>To date, the college expects to balance its total operational and local fund spending, and reach an agreement with the District and other colleges on the Hourly Teaching budget.</i></p> <ul style="list-style-type: none"> • Pursue local, regional, and national grants and contracts to augment funding. <i>Secured over \$3M in grant funds or grant related contracts in 05-06 for current year and future use, e.g. HSI and State DOL funds.</i> • Advocate for better fiscal controls, reporting, and formulas to reflect the real costs of instruction as a critical issue. <i>Regularly reviewed, balanced, and adjusted college budgets throughout the year. New funding formulas are under consideration – Mike Hill’s work.</i> • Direct additional funding to Marketing functions. <i>Classified staff allocation for a graphic artist and an additional \$50K over original budget were directed to Marketing.</i> • Implement IT budgeting as a Block Grant activity. <i>Populated a cost center and GLs to provide stable and predictable funding for routine and necessary IT functions that can be tracked.</i> 	<p>as:</p> <ol style="list-style-type: none"> 1. Overall budget Planning 2. Long term fiscal stability standards including setting of fund balance reserves and funding retiree medical benefits 3. Collective bargaining offers with fiscal impacts (salary, growth, passing on of COLA, etc. <p><i>Audit Services is included in the Chancellors Advisory Team and participates in discussions related to budget, fiscal stability standards and potential offers.</i></p> <p>Chancellor -</p> <ul style="list-style-type: none"> • Work with appropriate individuals and groups to create a budget development process that ensures this objective is met. <i>The Chancellor’s Office has included all constituency groups in the budget development process through the involvement of the District Governance Council (DGC). Budget presentations were made to DGC, and DGC prepared a list of Districtwide needs in the event that funds are available. The Chancellor’s Office has also started discussions with the Faculty Senates Coordinating Council (FSCC) regarding the faculty’s role in the processes for budget development.</i>

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

2.1 Make sound fiscal decisions, based on District priorities and good information, that ensure the long-term financial health of the District.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p>Facilities -</p> <ul style="list-style-type: none"> • Implementation of project management systems and software. <i>Implemented program and project management system of Pargon to more effectively track project scope, schedule and budget.</i> • Manage modernization projects to stay within budget and scope. <i>Have managed the modernization program and project to be within budget and scope.</i> • Compare and evaluate continuing contractor's estimate to obtain best value for maintenance projects. <i>Implemented a task order process and system to better manage the scope, schedule and budget of continuing contractors.</i> • Provide expertise and knowledge to perform financial audits, provide budget information, and file the continuing disclosure annual certification. <i>Received a "no exception" audit review of the financial audits for both the department budgets and modernization program budgets.</i> <p>Finance -</p> <ul style="list-style-type: none"> • Continue to prepare multi-year projections of the effect of various negotiation proposals to ensure that agreements do not jeopardize the long-term fiscal health of the District. <i>Information is available</i>

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

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Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p><i>and widely used. Negotiations have not gotten to the stage where proposals have been suggested with on-going fiscal impact. The District does have a model for projecting multiple year scenarios, and that model will be used when the time comes. In conjunction with United Faculty, the District has started presenting the budget in a way that differentiates the District's ongoing and one-time resources and uses.</i></p> <ul style="list-style-type: none"> <p>Continue to provide budget and funding presentations to increase District understanding of the impact of various strategies for expenditures, revenues, and enrollment reporting. <i>Information is available and widely used. In collaboration with the Chancellor, the finance department prepared a presentation that was delivered to each of the District's locations (and at DGC) describing the budgetary process, and the District's revenue and expenditure expectations for 2006-07. The purpose of the presentation was to increase knowledge and understanding of the District's finances and budgeting formulas. As the District heads towards the preparation of the Adopted Budget, full disclosure of the budget-assumptions being used will continue, as well as the differentiation of the</i></p>

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

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Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p><i>District's one-time and ongoing resources and uses.</i></p> <p><u>Human Resources -</u></p> <ul style="list-style-type: none"> • Identify and implement tracking system to avoid multiple reimbursements for the Medicare, Co-pay and the 125 Plan. <i>Researched options and contracted with Pension Dynamics to process all reimbursements resulting in substantial savings.</i> • Lead negotiations and contract implementation based on sound financial decisions. <i>Negotiations in progress.</i> • Explore IBB with unions. <i>IBB being used with UF. Training being scheduled for Local 1.</i> <p><u>Information Technology and Research -</u></p> <ul style="list-style-type: none"> • Assess fit of new technologies to Districtwide vision and mission. <i>Technology purchase decisions are based first on greatest fit and then on lowest cost.</i> • Complete a request for proposal to obtain an objective third party security audit on our technology infrastructure. <i>The District has clear information on possible security threats and related liabilities.</i> <p><u>International Education -</u></p> <ul style="list-style-type: none"> ▪ Restructure all International Education accounts for increased utility

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

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Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p>and conformity working with Chancellor's/ District's staff. <i>Updated/improved budget formats for District/colleges beginning fiscal year 2006-07.</i></p> <ul style="list-style-type: none"> • Regular local/District International Education staff meetings to act on new budget processes/data. <i>Meetings to begin in Fall 2006.</i>

2.2 Act as good stewards of the public funds at all levels.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Disseminate monthly department budget report by Business Office. <i>Divisions personnel were trained on how to produce their own reports by using Datatel for their respective departments. There are still a few departments to whom the Business Office provides hard copy reports. Training division staff seemed to work better campus-wide because individuals could tailor their reports and disseminate the information in a more timely manner.</i> • Ensure state compliance with our expenditure purchases process. <i>All payables are reviewed prior to submission to District</i> 	<ul style="list-style-type: none"> • Review the Governing Board expenditure restrictions that ended June 30, 2005 to determine if the college should continue any of these restrictions. <ul style="list-style-type: none"> ○ <i>Communication of continued expenditure restrictions to the campus community.</i> ○ <i>Ongoing.</i> • Continue to monitor all college budgets to ensure careful use of resources. <ul style="list-style-type: none"> ○ <i>Reasonable ending balance.</i> ○ <i>Ongoing.</i> 	<ul style="list-style-type: none"> • Direct every manager to maintain a balanced or positive budget. <i>Nearly all categorical and operating budgets will end the year balanced or with a non-material deficit. The principle area of concern remains the true cost of hourly instruction.</i> • Pursue private/public and public/public partnerships to better use resources. <i>The Brentwood Center lease with the City continues to be favorable for the college. The Cities of Antioch and Pittsburg are actively exploring partnership solutions to the LMC Lake and Century Blvd issues.</i> • Resource allocation processes at LMC are transparent, public and collaborative, especially space and 	<p>Audit Services -</p> <ul style="list-style-type: none"> • Conduct an internal audit of bond activities. <i>An internal audit was not done of bond activities; however, a risk assessment was performed over the Facilities and Construction area.</i> • Coordinate the implementation of a Districtwide Ethics Program which would include the establishment of: <ol style="list-style-type: none"> 1. A Code of Conduct for all employees 2. An anonymous Hotline Service to report theft or fraudulent activities 3. A Districtwide training program <i>No action to date due to on-going investigations.</i>

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT
 2.2 Act as good stewards of the public funds at all levels.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<p><i>Accounting to ensure compliance with procedures and to minimize exceptions and rejections. This fiscal year has resulted in very few exception notices. Ongoing training is providing to be a necessity so that employees are aware of purchasing rules and restrictions.</i></p> <ul style="list-style-type: none"> • Train everyone with budget oversight responsibilities. <i>All grant Coordinators, secretaries, and managers have received, at the very least, basic budget training. This is an ongoing process as new circumstances arise and new employees are hired. Every effort is made to train on a one-on-one basis so that individual learning curves and issues are addressed.</i> • Monitor overspent budgets periodically. <i>Discussions were held with persons responsible for overspent budgets. Monthly college wide budget reports are produced in the Business Office and persons responsible are alerted of any problematic findings.</i> 		<p>financial allocation decisions. <i>Planned new projects annually funded and generally positive reviews of our allocation process are success indicators.</i></p> <ul style="list-style-type: none"> • Reassign resources from declining programs with little student interest to new opportunities. <i>Declining enrollments in the CISCO curriculum led to its lab being reassigned to the Process Technology curriculum.</i> 	<p>Chancellor -</p> <ul style="list-style-type: none"> • Produce a Measure A community report and distribute it in the <u>Contra Costa Times</u>. <i>On April 23, 2006, a report from the Measure A (2002) Oversight Committee was published in the Contra Costa Times thereby fulfilling the requirement for public reporting.</i> <p>Facilities -</p> <ul style="list-style-type: none"> • Manage projects to stay within budget and resolve unforeseen conditions so as to minimize increases to project costs. <i>Managed project to stay within budget and proactively resolve unforeseen conditions to minimize increased project costs. Example is the Alten claim of \$1.2M being negotiated to \$296k.</i> • Adhere to district purchasing guidelines and procedures. Select competitive bids. <i>Adhered to the District purchasing guidelines and provided great value to the District by having well-designed projects with excellent bid documents to attract multiple qualified companies to get the lowest cost by competitively bidding the District projects.</i> • Ensure that college district receives goods or services as specified. <i>Provided the leadership and organization to ensure the District is receiving goods and services as specified by having</i>

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT
 2.2 Act as good stewards of the public funds at all levels.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p><i>Project Managers, Construction Managers and Inspectors for each project.</i></p> <ul style="list-style-type: none"> • Provide an internal review of invoices and payment applications for contractual accuracy of rates and terms. <i>Established process for pay application that assures accountability of various areas to confirm the physical work is complete while at the same time ensuring a streamlined efficient approach so our contractors are paid timely.</i> <p>Finance -</p> <ul style="list-style-type: none"> • Improve the District's ability to provide adequate internal controls and review of fiscal transactions and assets by achieving adequate staffing levels. <i>All monthly reconciliations are performed on a timely basis and year-end transactions are entered prior to the audit. Through the use of part-time employees, the District is keeping up with its monthly reconciliations, and is in a better position for year-end closing than it had been over the past two years. Lack of qualified candidates has hampered achieving adequate staffing levels through the hiring of permanent staff.</i> <p>Human Resources -</p> <ul style="list-style-type: none"> • Ensure audit procedures are in place to effectively ensure compliance with contracts and policies (step, longevity, etc.).

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT
 2.2 Act as good stewards of the public funds at all levels.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p><i>Audit procedures being developed.</i></p> <ul style="list-style-type: none"> • Medical coverage eligibility verification (annual). <i>Process completed for 2005-06 fiscal year. Annual process set up.</i> <p>International Education -</p> <ul style="list-style-type: none"> • Improve management of International Education program funds for most effective utilization. <i>Budget funds/ expenditures monitored by District director/ colleges monthly for analysis and decision making.</i>

2.3 Make efficient use of all resources: fiscal, physical and staffing.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Review and approve all expenditures. <i>Review of purchasing and payable documents goes through a three-step process where each step specializes in specific areas. The Senior Accounts Payable Clerk first checks that all documents are in order, processes the documents, and gives to the Senior Admin. Analyst for review. The Senior Admin. Analyst reviews the documents for accuracy and makes sure District Accounting guidelines are met, and periodically checks that expenditures are within limits of budget.</i> <i>Business Director</i> 	<ul style="list-style-type: none"> • Through sustainability task force, recommend actions that will conserve District resources. <ul style="list-style-type: none"> ○ <i>A sustainability plan that has college-wide input and endorsement.</i> ○ <i>Converted the short-term task force to a standing, college-wide committee.</i> ○ <i>The new, long-range charge and vision will be presented to Leadership Council at the end of the calendar year.</i> • Through Budget Oversight Committee, develop a plan to efficiently expend 2005-2006 block grant funds. <ul style="list-style-type: none"> ○ <i>A plan that has college-wide input and endorsement.</i> 	<ul style="list-style-type: none"> • Evaluate vacant classified staff positions for effectiveness and appropriateness and reassigned as needed. <i>Completed.</i> • Strategically reduce or increase instructional operating budgets based on FTES trends and goals. <i>Completed.</i> 	<p>Audit Services -</p> <ul style="list-style-type: none"> • Conduct audits of key processes (based on a risk assessment) to determine compliance, effectiveness and efficiency. <i>Only a risk assessment of the Facilities and Construction area was conducted.</i> <p>Facilities -</p> <ul style="list-style-type: none"> • Provide opportunities for cooperative purchasing and piggy-back contracts with other community college districts. <ul style="list-style-type: none"> ○ <i>Worked closely with Purchasing to augment them with our staff support to achieve positive results during peak procurement times.</i>

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

2.3 Make efficient use of all resources: fiscal, physical and staffing.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<p><i>makes final review of documents and signs off as approved expenditures/ purchases.</i></p> <ul style="list-style-type: none"> Recruit/train new employees. <i>Throughout the fiscal year, several recruitments were completed. New employees hired received HR orientation as well as training from the hiring department. Vacant positions have been filled, although more recruitment has to occur in the next fiscal year not only to fill currently vacant positions but also to fill vacancies as they arise.</i> Review and recommend modifications, if any, to the District's energy conservation plan. <i>On May 8, 2006, the Operations Council established an Energy Management Sub-Committee. This sub-committee will be chaired by James Duvall and committee members are Jon Celesia, Alex Edwards, Darlene Poe, Francene Mowry, Maria Machado, and James Eyestone. The initial charge of the sub-committee is to improve college use of energy and natural resources; and specifically to develop a college Sustainability and Resource Management Policy. The findings of the sub-committee will be reported to the College Council through an Operations Council report to the College</i> 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> <i>Completed.</i> Through Planning Council, develop a plan to efficiently and productively utilize additional PFE dollars. <ul style="list-style-type: none"> <i>A plan that has college-wide input and endorsement.</i> <i>Completed.</i> 		<ul style="list-style-type: none"> <ul style="list-style-type: none"> <i>Have several piggy back contracts that save the District time and budget. We have saved millions in purchase of carpet, desks, and other types of equipment.</i> Stay apprised of what resources are available, know where our strong points lie and put them to work for us. <ul style="list-style-type: none"> <i>Reviewed and adjusted staffing levels and duties of individuals to better accommodate the type, volume and redundancy of work tasks.</i> <i>Have met with staff members on a regular basis and charted the volume and size of transactions to include forecasting peak cashflow periods to better understand and shift resources to accommodate areas in peak periods.</i> <p>Finance -</p> <ul style="list-style-type: none"> Revamp the current budget module to become more taxonomically in line with the account code structure, thereby creating a more logical user interface. <i>College business directors are able to input their 2006-07 budget using the new module taxonomy. Although some changes were made, the original scope of changes was not completed by the time the business directors began inputting their budget information for 2006-07.</i>

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

2.3 Make efficient use of all resources: fiscal, physical and staffing.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<p><i>Council with a request for action on any specific recommendations of the sub-committee. On May 11, 2006, information regarding proposed photovoltaic (solar generation) project on campus was distributed by e-mail to everyone at the college. Included with this information was a site plan of the campus showing potential locations for the solar panels. Four different conceptual plans for parking lot "solar ports" were also included. The e-mail also requested feedback regarding this proposed project. On May 17, 2006, the College Council approved proceeding with a State and PG &E incentive program which provides for a photovoltaic (solar generation) project on the campus with an allowable maximum capacity of Megawatt of electricity. The consensus of the Council was to design a project utilizing the full megawatt allowed under the state program. Feedback from the Council was elicited regarding potential locations for the solar panels on campus including incorporating some panel into covered parking. The College Council selected a conceptual design for these "solar ports". The Council also expressed a preference for roof top installations where feasible</i></p>			<p>Human Resources -</p> <ul style="list-style-type: none"> • Audit and identify problematic staffing categories. Develop appropriate procedures as needed. <i>Documented audit procedure in place. Some audits completed by 12/31/06.</i> • Explore productivity programs (sick leave, cash-out, vacation cash-out, etc.). <i>In progress. Items must be negotiated.</i> <p>Information Technology and Research -</p> <ul style="list-style-type: none"> • Provide the ability for employees to view their total compensation online and perform check modeling via Web Advisor. <i>Reduction of personnel time and paper resources is attributed to distribution of this information.</i> • Provide the ability for employees to view their pay advice online via Web Advisor. <i>Reduction of personnel time and paper resources is attributed to distribution of this information.</i> • Improve employee productivity by adding new applications on the Intranet. <i>Staff time is more efficiently used due to new applications (e.g. Facility Work Ticket Tracking System; Room Availability and Event Scheduling System; and Staff Development Scheduling System).</i>

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

2.3 Make efficient use of all resources: fiscal, physical and staffing.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p><u>International Education -</u></p> <ul style="list-style-type: none"> • Review current staffing and organizational structure of District International Education program. <i>The International Education Program is currently hiring an Office Assistant II to provide support for districtwide activities.</i> • Codify processes/ resources (admissions, accounting processes, fees/payments, instructors, etc.) for consistency Districtwide. <i>Agreement has been reached, Districtwide, on the requirement for all international students to purchase health insurance. This requirement will be implemented beginning no later than fall 2007.</i> • Develop an organizational plan to be approved by the Chancellor. <i>An assessment of the organizational structure is ongoing and will result in a plan being presented to the Chancellor by December 31, 2006.</i> • Assess International Education physical space at each college to maximize service. <i>Space requirements for International Education at each college have been evaluated. Negotiations are currently ongoing with each college to acquire necessary space.</i> • Determine role of International Education at Los Medanos College

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

2.3 Make efficient use of all resources: fiscal, physical and staffing.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p>(LMC) through discussions with LMC President and Chancellor. <i>Separate discussions with the LMC President and the Chancellor have occurred and are ongoing at this time. No final decision has been made.</i></p> <p>Resource Development -</p> <ul style="list-style-type: none"> • The District will make consistent and streamline, where appropriate, the application, acceptance, fiscal, program management and reporting processes for grants so that there is a process commonality that allows the District to ensure the efficient and timely use of grant funds. <ol style="list-style-type: none"> 1. The District Office will be provided a copy of the admission/ acceptance of all grant proposals at the time of submission/ acceptance. 2. The District Accounting Office will be provided in a timely manner all grant funding information so that grant funds can be tracked through the Datatel system. 3. The colleges will manage the grants and grant funds so that there is the most efficient use in terms of fiscal, physical and staffing management. 4. The processes will be codified. 5. Develop a database to track all grant

2. REESTABLISH THE FISCAL HEALTH OF THE DISTRICT

2.3 Make efficient use of all resources: fiscal, physical and staffing.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p>submissions. <i>A new grant processing and reporting system is nearing the end of its developmental stage and moving toward trial status.</i></p>

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.1 Work together to create a positive, forward looking climate at all locations.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Plan College Appreciation Day - A planned day for activities that feature bringing all of the constituencies groups together. <i>The President's Cabinet produced an agenda for events designed to improve campus climate. On April 28, 2006, We enjoyed a fun- and sun-filled afternoon. A collegeBBQ brought faculty, staff, managers and student leaders together for food, music and games including a CCC survivor competition! The event was sponsored by President's Cabinet, Management and Classified Staff Development Committees and Staff Development Coordinator to show appreciation for the whole campus family, provide networking, teambuilding and morale boosting. Approximately 150 faculty, staff, managers and student leaders participated. On April 13th the CCC Faculty Work Exhibit was held in the Three Seasons</i> 	<ul style="list-style-type: none"> • Through Leadership Council, complete work on <i>Communication and Decision Making Matrix</i> and distribute to all constituencies in order to clarify governance issues. <ul style="list-style-type: none"> o <i>Utilization of matrix to resolve governance issues or disputes.</i> o Completed. • Through the Planning Council, complete work on DVC's new Strategic Plan, which will establish new directions for the college for the next five to seven years. The new plan also includes the college's first vision statement and commitment to twelve core values that should guide our individual and collective actions. <ul style="list-style-type: none"> o <i>Completion and ratification of plan by Planning Council and constituencies.</i> o <i>Draft completed and approved by the Planning Council and President's Advisory Council. Awaiting approval by Faculty and Classified Senates and ASDVC</i> 	<ul style="list-style-type: none"> • Engage the shared Governance Council, Senates, and bargaining units in plans to address campus climate. <i>Increased participation in college committees and events. Evaluation data indicating greater satisfaction. Number of college assemblies and workshops aimed at reaching this goal and resources expended.</i> • Formation of Brentwood Division. 	<p>Chancellor -</p> <ul style="list-style-type: none"> • Annually assess the perceptions of employees through a climate survey and ensure that actions are in place to address areas of weakness identified in the results. <i>In the fall of 2005, the Chancellor's Office initiated an online survey of the morale and climate of the District. Results from this survey were shared with the entire District in late 2005. A similar survey will be conducted in the fall of 2006 and a comparison will be made to note any changes.</i> • Communicate the business of the District to employees on a regular basis. <i>The Chancellor's Office regularly communicates the business of the District to all employees through three mediums: 'The News' (a Districtwide newsletter), 'Chancellor's Cabinet Highlights' and 'Board Highlights'.</i> <p>Facilities -</p>

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.1 Work together to create a positive, forward looking climate at all locations.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<p><i>Restaurant where faculty displayed paintings, photography, published articles, books, CD's, movies and videos as well as poetry and music presentations by faculty to accompany delicious hors d'oeuvres and refreshments prior to spring break. Sponsored by the Academic Senate and faculty. Approx 50 faculty, staff and managers participated. On February 14, 2006, CCC Valentine's Day Faculty Staff Appreciation Coffee was held at Three Seasons Restaurant. Coffee, baked goodies were offered with an opportunity to relax and network on Valentine's Day to show appreciation for faculty and staff. Sponsored by the Management Staff Development Committee approximately 50 faculty, staff, and managers participated.</i></p> <ul style="list-style-type: none"> • Develop accountability system (Staff Development Committee) at college wide activities/events. <i>We have not been consistent in counting the exact number of attendees at each event but we plan to be more diligent in these efforts in the future.</i> • Increase participation in college-wide activities. <i>This is on-going and the increase can be read in the response to 3.1.1. The President's office has seen</i> 			<ul style="list-style-type: none"> • Communicate project status to college leadership and affected groups throughout all phases of the project. <i>Regularly communicated project status to college leadership by various media from board presentations, individual group meetings such as cabinet, the oversight committee report, department specific reports and with email.</i> • Involve the end user in initial discussions and progress meetings regarding facilities projects. <i>Have included the end users in planning, design and deliver of the projects currently underway.</i> • Post signage graphics depicting completed projects. <i>Posted signage of projects.</i> <p>Finance -</p> <ul style="list-style-type: none"> • Through ongoing budget analysis and funding strategies, develop a 2006-07 budget that allows for a return of some of the salary reductions that were taken in previous years. <i>Preliminary budget includes an increase in salary. The 2006-07 preliminary budget included an amount of funds in the fund balance, in excess of the 5% reserves, which could be used for increases in salary. By the tentative budget, \$2.8 million had been identified as being available for one-time uses, and \$3.9 million had been identified for</i>

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.1 Work together to create a positive, forward looking climate at all locations.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<p><i>consistent in encouraging support of college-wide activities. Regular reminders are sent via e-mail to the campus community when an event is scheduled to occur.</i></p>			<p><i>ongoing uses.</i></p> <p><u>Human Resources -</u></p> <ul style="list-style-type: none"> • Development and/or coordination of health and wellness workshops/programs. <i>Several workshops delivered. Exploring partnership with American Heart Assoc.</i> • Periodic meetings with HRA's, Payroll, and other departments Districtwide. <i>Some meetings have been scheduled, eg. DOHR and HRA meeting scheduled for October 13.</i> • Develop HR "Office Hours" with functional rotation (distribute or use informational items) Districtwide at colleges and DO. <i>Program in place with schedule.</i> <p><u>Information Technology and Research -</u></p> <ul style="list-style-type: none"> • Develop streaming technology training opportunities for staff. <i>Streaming technology training presentations are available on the Intranet.</i> <p><u>International Education -</u></p> <ul style="list-style-type: none"> • Continue/expand International Education Week activities at the colleges/District. <i>International Education Week activities will continue as in prior years. Attempts to expand activities will be considered pending a review of staff availability and funding.</i> • Integrate activities from both local and District International Education committees.

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.1 Work together to create a positive, forward looking climate at all locations.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<i>The Director of International Education will insure that activities from both the local and District International Education Committees are integrated by being an active participant in all these committees.</i>

3.2 Ensure that our interactions with our colleagues and our students are based on integrity, good will and mutual respect.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Review (College Council) student satisfaction survey results of employees and students. <i>In the spring of 2005, we reviewed the student satisfaction survey results in February 2005 and disseminated the results to college leadership. The survey also will be used to develop the accreditation self-study and the strategic plan.</i> • Rotate constituency chairs of College Council. <i>This performance indicator is on-going has been completed for the 2006-07 academic year.</i> • Disseminate the information on student code of conduct developed by College Council. <i>This performance indicator has been accomplished.</i> 	<ul style="list-style-type: none"> • Through the Planning Council, develop a statement of core values that will help to establish guidelines for collegial interactions. <ul style="list-style-type: none"> ○ Endorsement of the statement of core values. ○ <i>Diablo Valley College is committed to the following core values:</i> <ol style="list-style-type: none"> 1. Learning – the growth, development and goal achievement of all students, staff, and faculty 2. Equity – promoting and enhancing equal success for students of all backgrounds and cultures 3. Excellence – pursuing the highest standards for our students and ourselves 4. Creativity – imagination and innovation in support of student and institutional progress 5. Diversity – a 	<ul style="list-style-type: none"> • Engage the Academic Senate in plans for a professional conduct committee. <i>Began initial conversation with Academic Senate President and early reactions are encouraging.</i> • Met regularly with constituent leaders. <i>Management was primarily a positive resource or neutral party in conflicts on campus.</i> 	<p>Facilities -</p> <ul style="list-style-type: none"> • Attend conferences and workshops which provide constructive tools for personal development. <i>Attended a facilities summit specifically addressing Energy generation and conservation projects to reduce operating cost of the Colleges. Additionally attended training in campus master planning.</i> • Create an open door climate where honest discussion can occur and input from the college community is valued. <i>Have always made myself available to the college community to have honest discussions and gather valuable input.</i> <p>Finance -</p> <ul style="list-style-type: none"> • Increase outreach through greater participation in Districtwide activities and quicker response

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.2 Ensure that our interactions with our colleagues and our students are based on integrity, good will and mutual respect.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
	<p><i>sincere respect for differences among perspectives, ideas, peoples and cultures</i></p> <p>6. Integrity - the responsibility to both teach and model the rigorous pursuit of truth and self-knowledge</p> <p>7. Responsiveness – understanding and promptly fulfilling the needs of our students and our community</p> <p>8. Collaboration – working together to earn and develop trust, respect, and appreciation for the contributions of all persons</p> <p>9. Communication – sharing ideas and information freely, with candor, honesty, and respect</p> <p>10. Academic freedom – the free exploration of ideas and perspectives by all members of the community and the responsibility inherent such freedom</p> <p>11. Accountability - the continuous assessment of institutional effectiveness as evidence of how well we are fulfilling the trust placed in us by the community</p> <p>12. Stewardship – providing leadership for the community in the wise use of resources and the</p>		<p>time to inquiries. Better committee meeting attendance and fewer follow-up e-mails. In conjunction with the Chancellor, the finance department has made several presentations throughout the District regarding the District's finances and budgeting methods. DGC is regularly attended, and e-mails are quickly addressed.</p> <p>Human Resources -</p> <ul style="list-style-type: none"> • Provide tools for a “customer responsive” culture (workshops training, web link-site, etc.) in collaborative process. Some training and workshops offered as requested in 2005-06 (Police Svcs, Bldgs and Grounds, etc.). <p>Information Technology and Research -</p> <ul style="list-style-type: none"> • Develop a Service Level Agreement (SLA) to clarify roles and responsibilities and to improve support, and piloting the SLA with the Payroll department. Currently in the process of development.

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.2 Ensure that our interactions with our colleagues and our students are based on integrity, good will and mutual respect.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
	<p style="text-align: center;"><i>protection of the environment</i></p> <ul style="list-style-type: none"> ▪ Continue to work with the Faculty Senate to develop a statement of cooperation, mutual respect, and collegiality. <ul style="list-style-type: none"> ○ Endorsement of the statement by the Faculty Senate. ○ <i>Approved May 17, 2004: DVC Procedure 1013.01 - In order to serve students more effectively, the Diablo Valley College Leadership Council strongly encourages collaboration and a spirit of cooperation among the campus constituent groups, educational programs, all services, and administrative offices. The Leadership Council encourages creative sharing of human and physical resources as well as collegial cooperation that places students and the educational programs that serve them at the center of leadership concerns.</i> ○ <i>Still awaiting approval by Faculty Senate.</i> ▪ Continue to work closely with the Classified Senate and Associated Students to ensure an atmosphere of mutual cooperation and trust. <ul style="list-style-type: none"> ○ Continued good relationships with the DVC Classified Senate and ASDVC. ○ <i>Strong ASDVC and Classified Senate participation on college-wide committees</i> 		

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.3 Emphasize teamwork in our approach to problem solving through processes that adhere to applicable regulations and contracts.

3.3 Emphasize teamwork in our approach to problem solving through processes that adhere to applicable regulations and contracts.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Improve the dissemination of committee minutes throughout the campus via e-mail and web postings. <i>This performance indicator has been accomplished. The college maintains folders for minutes and agendas for the major governance group on the college's shared drive.</i> • Post agendas and minutes of the Academic Senate and ASU in accordance with The Brown Act. <i>This performance indicator has been accomplished.</i> 	<ul style="list-style-type: none"> • Continue the development of the DVC procedures that will create campus-specific guidelines for key District policies and help to clarify governance issues. <ul style="list-style-type: none"> ○ Agreement on new college procedures and revision of existing procedures. ○ Leadership Council revised or approved the following procedures: <ul style="list-style-type: none"> - 2090.07 – Reassigned Time - 3012.04 – Student Athlete Code of Conduct - 4001.06 – Deadline and Dismissals Appeals - 5030.03 – Password Protection - 6001.01 – Use of Facilities • Continue regular meetings with leadership of the faculty, classified staff and students to promote mutual understanding and cooperation. <ul style="list-style-type: none"> ○ Improved understanding and morale. ○ 47 DVC faculty, managers and supervisors participated in IBB training ○ Leadership and Planning Councils expanded their membership to include SRVC representatives ○ Strategic Plan development open forums for all constituencies 	<ul style="list-style-type: none"> • Address major college issues and conflicts at the shared Governance Council. <i>SGC self-reports reasonable satisfaction with its role, and it completed a college wide evaluation of its effectiveness.</i> 	<p>Chancellor -</p> <ul style="list-style-type: none"> • Involve appropriate stakeholders in resolving issues that directly affect them. <i>To the extent allowed under District policy and state law, the Chancellor's Office has attempted to involve appropriate stakeholders when resolving issues that directly affect them.</i> • Meet monthly with leadership from Local 1, the United Faculty and Management Council to discuss issues that involve their respective groups. <i>Regular meetings are held.</i> <p>Facilities -</p> <ul style="list-style-type: none"> • Continue to integrate college in decision making processes while complying with regulations and consultant contracts. <i>Integrated the college decision-making process into the ten-year planning process for future potential projects for the new bond resolution and funding campaign.</i> • Provide expertise and support to support groups, process teams, bid committees, and other implementation projects. <i>Personally oversaw and provided expertise and support to every project (approximately 25) currently underway</i>

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.3 Emphasize teamwork in our approach to problem solving through processes that adhere to applicable regulations and contracts.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p><i>in the modernization program.</i></p> <ul style="list-style-type: none"> Conduct regularly scheduled informational meetings and training sessions with staff to maintain a consistent and joint effort that is in line with district policies. <i>Trained the staff in project management, operations management and maintenance management</i> <p>Finance -</p> <ul style="list-style-type: none"> Meet with Districtwide teams to work together to identify and improve processes. <i>A culture of continuous improvement and change is in place. Several members of the finance department actively participate in Districtwide teams working on process improvement.</i> <p>Human Resources -</p> <ul style="list-style-type: none"> Provide training and/or participation in training on HR-related policies and procedures (Faculty Senate, MQ's, HR Basics, HR Changes, etc.). <i>HR updated training and workshop being developed.</i> <p>Information Technology and Research -</p> <ul style="list-style-type: none"> Meet with Districtwide teams (technology managers, admissions and records, financial aid, research, etc.) to work together to identify and improve processes. <i>A culture of continuous improvement and change is in place.</i>

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.3 Emphasize teamwork in our approach to problem solving through processes that adhere to applicable regulations and contracts.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<ul style="list-style-type: none"> • Meet with various data entry stakeholders (Admissions and Records, Course Schedulers, etc.) to communicate the criticalness of accurate data entry and provide a refresher on entering the State required MIS elements in Datatel Colleague. <i>Group training sessions have been conducted for Admissions and Records, Scheduling and Financial Aid staff. Individual training has also been conducted with HR. Additional training sessions for other areas such as DSPS, EOPS, and CalWorks are in progress. An intranet website has been developed which houses MIS-related information and training material pertinent to all MIS reports and timelines.</i> <p><u>International Education -</u></p> <ul style="list-style-type: none"> • District director to regularly attend Chancellor’s staff meetings. <i>The Director of International Education regularly attends the Chancellor’s Advisory Team meetings.</i> • Prepare International Education agenda items for Chancellor staff meetings. Conduct regular meetings with Districtwide International Education staff. <i>The Director of</i>

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.3 Emphasize teamwork in our approach to problem solving through processes that adhere to applicable regulations and contracts.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<i>International Education in cooperation with the Special Assistant to the Chancellor, regularly prepares and presents items for the Chancellor's staff and cabinet meetings. In addition, the Director of International Education regularly meets with Districtwide International Education staff. A report on the status of International Education is being prepared for presentation to the Governing Board during the fall semester of 2006.</i>

3.4 Provide open, timely access to accurate information.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Post agendas and minutes on line of all committees. <i>The major governance committees post minutes and agendas. However, more work is needed to have all governance committees to post their agendas. Minutes for all governance committees are placed in public folders</i> • Post general interest items and events/activities via e-mail. <i>The Public Information Officer manages the web-based activities calendar. When new entries are made to it, an e-mail is sent to Everyone@CCC alerting them to a new announcement.</i> 	<ul style="list-style-type: none"> • Continue college efforts to expand communication to campus constituencies through communications such as <i>Morning Facts</i> and through increased e-mails, letters, memos, reports, and forums on critical college issues. <ul style="list-style-type: none"> ○ Improvement in understanding of key college and District issues such as budget and enrollment growth. ○ Budget Forum, Strategic Plan development open forums, SLO workshops and Friday pizza; action notes from president's staff meetings to all managers and supervisors; weekly enrollment updates from research office; Front Page training for 	<ul style="list-style-type: none"> • Provided regular updates on the budget and adhere to public, collaborative, and transparent allocation processes. <i>The LMC Financial Planning Model evaluations and the general discussion on campus indicate that this objective is being met on financial matters.</i> • Create a plan to resolve the PIO function vacancy. <i>PIO functions will be delineated and assigned or contracted out.</i> 	<p>Facilities -</p> <ul style="list-style-type: none"> • Communicate frequently with facilities and college staff, consultants and contractors to coordinate, plan and implement project delivery. Participate in meetings with college groups and be available to answer questions as they arise. <i>Participated in meetings with college groups and have made myself available 24/7 to answer questions, concerns and emergencies as they arise.</i> • Provide accurate information on website. <i>Enhance our website to website to provide accurate and timely</i>

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT
3.4 Provide open, timely access to accurate information.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Update the college web-site on a timely basis. <i>Keeping the website up-to-date is a constant challenge. While the web administrator can easily update the home page, it is up to departments and divisions to maintain currency of their own sites. Discussions have been held regarding policies toward this goal, but none have been officially adopted. The college will continue to review the college's website procedures during the 2006-07 academic year.</i> • Update the telephone directory and distribute hard copies. <i>There are actually three electronic telephone directories in operation at CCC. All up-dates dates are sent to IT for processing. When interim leadership and full-time faculty positions have been filled this fall, a new hard copy directory will be published.</i> • Provide beginning of the year college status report to all constituency groups. <i>This performance indicator is on-going each year and the schedule for the traveling road show for Fall 2006 has tentatively been developed and will be posted in the All College Day Program.</i> 	<p style="text-align: center;"><i>representatives from departments</i></p> <ul style="list-style-type: none"> • Revise the current marketing office to focus on both marketing and communications, with clear direction to improve both internal and external communications. <ul style="list-style-type: none"> ○ <i>Director hired under new job description charged with the development of a communications plan.</i> ○ <i>Was included in the job description for national search.</i> ○ <i>Position has been filled as of August 1, 2006</i> 		<p><i>information internally and externally to both the college community and contracting community.</i></p> <p>Finance -</p> <ul style="list-style-type: none"> • Continue to place fiscal information on the web for open access. Work with IT department and Research Council on developing an improved enrollment projection model. <i>Information is available and widely used. Finance has made several of its presentations available on the website, the latest addition being the District's tentative budget. The Finance department has been working with IT and members of the Research Council to improve enrollment projections.</i> <p>Human Resources -</p> <ul style="list-style-type: none"> • Continue to update/create HR procedures and put on website. <i>Updates made to web site.</i> • Introduce a web portal for Benefits that will provide easy access to information. <i>Several vendors interviewed. Currently working with payroll and IT on beta testing Datatel product.</i> • Identify and implement paperless enrollment and benefit changes. <i>Several vendors interviewed. Currently working with payroll and IT on beta testing Datatel product.</i> • Explore Human Resources Information Systems "work ticket" process.

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT
 3.4 Provide open, timely access to accurate information.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p><i>Some preliminary work done. No decision made yet.</i></p> <p><u>Information Technology and Research -</u></p> <ul style="list-style-type: none"> • Continue to provide access to data via COGNOS. Work with Research Council to develop relevant view of information for decision making. <i>Information is available and widely used.</i> • Maintain high availability to all systems. <i>Using a 24/7 timeframe for scheduled uptime from January through August of 2006, network availability has exceeded 99.8%. Uptime of Datatel Colleague has been 99%, while WebAdvisor uptime has been 98%. Additionally, an RFP is in progress to retain an outside consulting firm to provide a full technology audit. The scope of the audit is to assess risks, prioritize findings, and suggest remediation for our network and systems.</i>

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.5 Ensure meaningful involvement of all constituencies in key decision-making processes.

3.5 Ensure meaningful involvement of all constituencies in key decision-making processes.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Disseminate minutes of shared governance meetings to each constituency group. <i>The major governance committees post minutes agendas. However, more work is needed to ensure that all governance committees post their agendas and minutes online in public folders.</i> • Increase greater participation on committees. <i>This performance indicator is on-going. We have had excellence participation by all constituencies in our shared governance process. We will continue to encourage strong participation from all groups especially students.</i> 	<ul style="list-style-type: none"> • Ensure adherence to the schema set forth in the <i>Communication and Decision Making Matrix</i>. <ul style="list-style-type: none"> ○ <i>Agreement by constituent groups that the process outlined in the matrix has been adhered to.</i> ○ <i>Frequent references during discussions</i> • Ensure the continuing effectiveness of DVC's central participatory governance vehicles: the Leadership Council and the Planning Council. <ul style="list-style-type: none"> ○ <i>Satisfaction of constituent groups with their role in the participatory governance system.</i> ○ <i>Solid attendance; agendas and notes are sent to all; meetings open to all – frequent guests from all constituencies</i> ○ <i>Supervisory group more involved as management reps on committees and task forces</i> • Continue providing workshops for ASDVC and provide students a comprehensive leadership development course in order to build strong campus leaders. <ul style="list-style-type: none"> ○ <i>Continuation of student leadership program and creation of new course.</i> ○ <i>Leadership development workshops offered – 22 in fall 05, 20 in spring 06</i> ○ <i>Ropes Course team building retreat for ASDVC officers in fall</i> 	<ul style="list-style-type: none"> • Evaluate the shared Governance Council and shared governance model at LMC. <i>The early evaluation indicates that communication related to decision-making processes and the role of shared governance entities needs more intense promulgation on campus.</i> • Strengthen the Academic Senate and broaden leadership and participation at the college. <i>The Senate consistently has a quorum and more faculty will be present at key events and functions, assemblies, graduation, retirement and student success gatherings.</i> 	<p><u>Audit Services</u> -</p> <ul style="list-style-type: none"> • Continue quality improvement - It is a continuing goal that audits and consulting services improve the quality and effectiveness of accounting and internal control systems. <i>This is a by-product of audits and investigations. The three current investigations will all result in reports which contain recommendations for accounting and internal control process improvements.</i> <p><u>Chancellor</u> -</p> <ul style="list-style-type: none"> • Use the input of the District Governance Council (DGC) as defined in its constitution and by-laws. Clarify the role of managers in institutional governance. Meet regularly with all constituencies. <i>Over the past year, the Chancellor's Office has involved DGC more directly in Districtwide decision making. The Chancellor and Vice-Chancellors regularly attend DGC meetings. The Chancellor's Office has also met monthly with the Faculty Senates Coordinating Council, bi-monthly with the Classified Senates Coordinating Council and monthly with the Student Trustee Advisory Board. The Chancellor's Office will be addressing the role</i>

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.5 Ensure meaningful involvement of all constituencies in key decision-making processes.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
	<p>05</p> <ul style="list-style-type: none"> ○ Inter-Club Council retreat fall 05 and spring 06 ASDVC Board retreat expanded to two days to include team building exercises ○ Course “psychology of leadership development” offered this fall by student life dean and student union coordinator <ul style="list-style-type: none"> ● Continue to work with the faculty senate to define the “academic and professional matters” referenced in BP 1009 in order to minimize conflict and misunderstanding. <ul style="list-style-type: none"> ○ Written agreement to define the meaning of “academic and professional” matters for the college. ○ Technical assistance team from CCLC initiated monthly meetings; this topic was introduced and is under continuing discussion 		<p>of managers in institutional governance during the Fall 2006 semester.</p> <p>Facilities -</p> <ul style="list-style-type: none"> ● Continue shared decision making and information sharing processes during project development and implementation. Seek out all constituencies that will be affected by a decision and include them in the decision process. Continued shared decision making and information sharing ● Attend bi-weekly project meetings. Attended bi-weekly project meetings. ● Meet regularly with college leadership regarding all areas of facilities. Met regularly with college leadership. <p>Finance -</p> <ul style="list-style-type: none"> ● Develop a presentation on the District’s budgetary process and the assumptions that are used and presented to DGC. DGC members understand the current process, and when/where their input will have the greatest impact. The District developed and presented to DGC a power-point presentation on the District’s budget for revenues and expenditures, as well as the assumptions that were used in projecting those figure for 2006-07.

3. IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT

3.5 Ensure meaningful involvement of all constituencies in key decision-making processes.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
			<p>Human Resources -</p> <ul style="list-style-type: none"> • Facilitate ongoing alternative health benefits meetings. <i>No agreement to proceed from any employee group.</i> • Lead academic calendar committee. <i>Academic calendar and process in place. Held one meeting to gather input. No process developed.</i> <p>Information Technology and Research -</p> <ul style="list-style-type: none"> • Facilitate and provide support to the Compressed Calendar Task Force. <i>Completing a draft report of the findings from the Task Force.</i> <p>International Education -</p> <ul style="list-style-type: none"> • Meetings of Districtwide International Education committee and local group for information sharing and input. <i>Successful, ongoing meetings and interaction of local/District constituencies.</i>

4. IMPROVE STUDENT LEARNING AND ACHIEVEMENT OF THEIR EDUCATIONAL GOALS

4.1 Develop processes for creating student learning outcomes at all levels (course, program, and degree).

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Conduct All College Day discussions regarding student learning outcomes. <i>This was presented at the Fall 2005 All College Day. The Planettes, which was a media and information performance detailing the College connection</i> 	<ul style="list-style-type: none"> • Convene already-established committees to continue work on SLOs. <ul style="list-style-type: none"> ○ College-wide committee holds three meetings by spring 2006. ○ <i>More than three meetings held</i> 	<ul style="list-style-type: none"> • Continue institutionalization of SLO faculty leadership and expertise. <i>Reassigned time for SLO leaders and consultant support for the redesign and renewal of course outlines. Increased and improved course outlines of record addressing</i> 	<p>Audit Services -</p> <ul style="list-style-type: none"> • Obtain training which meets standards for Certified Public Accountant, Certified Internal Auditor and Certified Fraud Examiner. <i>In process.</i> • Obtain continuing

4. IMPROVE STUDENT LEARNING AND ACHIEVEMENT OF THEIR EDUCATIONAL GOALS

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<p><i>with budget/Planning and learning outcomes, presented a skit that described the process in an entertaining manner. Also, the College President, the Academic Senate President conducted an exercise to involve all constitutes in the identification of what knowledge, skills and abilities CCC graduates should possess.</i></p> <ul style="list-style-type: none"> • Develop student learning outcomes within the departments. <i>More than 40% of CCC's departments with completed SLO designs. The Office of Research and Planning and Senior Dean of Instruction are working to increase the development of SLOs among all departments and units.</i> 	<ul style="list-style-type: none"> ○ <i>Two faculty members received release time to lead</i> ○ <i>Workforce Development Committee added SLOs as ongoing priority agenda item</i> • Provide additional follow-up training for department chairs and deans. <ul style="list-style-type: none"> ○ Completion of a two-hour training for deans and department chairs ○ <i>Completed, and additional individual training completed</i> • Designate staff to support the progress of SLO development. <ul style="list-style-type: none"> ○ Schedule and staff meetings that ensure follow-up and support to faculty and deans. ○ <i>Institutional effectiveness coordinator, research office, October 2005</i> 	<p><i>SLOs have been completed.</i></p> <ul style="list-style-type: none"> • Identify program and college level learning outcomes. <i>Formed faculty-directed approach to college and program level outcomes based on Dev Ed, GE, Occ Ed, Adm and Support groupings.</i> 	<p>education on Current California Community College accounting/auditing topics.</p> <ul style="list-style-type: none"> ○ <i>23 hours of continuing education provided by Community College Internal Auditors (CCIA) on topics directly related to community colleges;</i> ○ <i>20 hours of Fraud Training; and</i> ○ <i>12 hours Ethics, Communication, IT Auditing.</i> <ul style="list-style-type: none"> • Obtain continuing education in Professional Interviewing Skills. <i>No progress to date.</i> <p>Chancellor -</p> <ul style="list-style-type: none"> • Work with the colleges in tracking their progress in this area and provide leadership in updating the Board on the effort. <i>The Chancellor's Office facilitated the preparation of a report to the Governing Board (presented in May 2006) detailing the status of each college relative to processes for creating student learning outcomes.</i> <p>Finance -</p> <ul style="list-style-type: none"> • Provide budgetary support for colleges to achieve their objective. <i>The District provides the colleges all the budgetary support that it can.</i> <p>Human Resources -</p> <ul style="list-style-type: none"> • Assist in developing an evaluation process for on-line instruction. <i>In progress. Waiting on UF review and approval.</i>

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			<ul style="list-style-type: none"> • Training and process improvement of MQ's and equivalency process. <i>Limited progress.</i> <p><u>Information Technology and Research -</u></p> <ul style="list-style-type: none"> • Provide the technology infrastructure and research support for colleges to achieve their objective. <i>The technology infrastructure is in place to support the research function for the institutional data and analysis needs related to student learning outcomes. Several online reports, with drill down capability, have been developed via the COGNOS reporting tool to provide quick access to information. Additional reports will be made available based on input from the Research Council.</i>

4.2 Create methods for assessing student achievement of learning outcomes and use the results to improve programs and services.

Contra Costa College	Diablo Valley College	Los Medanos College	District Office
<ul style="list-style-type: none"> • Use national, standardized assessments, student assessments, portfolios, writing prompts with rubrics, case study analysis, surveys and/or student tracking to measure student achievement. <i>Continuing with the process of faculty training in SLO's, in December 2005, the NSAS division sent five</i> 	<ul style="list-style-type: none"> • Faculty groups will complete SLO evaluation with the assistance of assigned staff. <ul style="list-style-type: none"> ○ <i>Each program will have completed at least one evaluation cycle of identified SLOs and have identified measures of improvement.</i> ○ <i>13 student services programs and 46 instructional courses/programs have completed the</i> 	<ul style="list-style-type: none"> • Create annual Research agenda to support SLO evaluation including identification of key benchmarks and indicators. <i>Planning Committee addressed issues of evaluation and performance indicators for college goals.</i> • Reorganize research function. <i>Tentative plan for the reassignment of research to another department.</i> 	<p><u>Chancellor -</u></p> <ul style="list-style-type: none"> • According to the Student Learning Outcomes Report, presented to the Governing Board in May 2006, the colleges are making adequate progress toward this objective. <i>No action by the Chancellor's office is necessary at this time.</i> <p><u>Finance -</u></p> <ul style="list-style-type: none"> • Provide budgetary support for colleges

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<p>faculty and the dean to an SLO training. Presentations were made to the divisions by the academic senate president, research and planning dean and the staff development coordinator in Fall 2005. Our researcher, Tim Clow meets with faculty and managers on an individual basis to assist in the development of their SLO's. Over 20 departments have completed SLO's with assessment tools and implementation plans in place. All program reviews that were submitted in Fall 2005 had SLO's attached. Program Review documents for Spring 2006 have a requirement for SLO inclusion as well. All future Program Reviews will contain SLO's. The Instruction Office will monitor and Promote the implementation of the SLO's. Furthermore, all new course approvals through the Curriculum Committee will require measurable SLO's as part of the course outline of record. The Office of Research and Planning Continues to work with faculty Regarding academic implementation Of SLO's. So far almost half of the academic departments and 90% of vocational departments have an SLO Design. Only 3% of these however, have available outcome assessment Data.</p> <ul style="list-style-type: none"> • Use results of SLO's to improve programs 	<p>rubrics, 18 currently in process and another 22 starting in the near future.</p> <ul style="list-style-type: none"> • Faculty will disseminate identified best practices in SLO assessment and post information on the campus SLO website. <ul style="list-style-type: none"> ○ Website includes at least ten summaries on best practices ○ Over 50 examples currently available 	<ul style="list-style-type: none"> • Develop department-based approaches. Dev Ed, Student Services, and GE completed early drafts of indicators. • Redesign Program Review to address SLO. All shared governance groups adopted new program review model for 06-07 implementation. 	<p>to achieve their objective. The District provides the colleges all the budgetary support that it can.</p> <p>Human Resources -</p> <ul style="list-style-type: none"> • Assist in providing the development and delivery of student learning outcomes methodology. Participation of faculty, classified and management staff at workshops. No progress to date. <p>International Education -</p> <ul style="list-style-type: none"> • Reactivate Districtwide International Education committee to address these needs. The Director of International Education is currently reactivating the Districtwide International Education Committee. The committee will meet once every semester and will receive reports on the status of the International Education Program and will provide recommendations to the Director and the Chancellor's Cabinet. • Assess educational offerings for international students (may differ at each college). The District does not offer any specific programs for International Education students. The District has a cooperative arrangement with the IEC@DVC to provide specific curriculum for international students.

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<p>and services. <i>Since the program level SLOs have only recently been developed, very few, if any programs, are currently using SLO assessment data to improve programs. The current model requires that all programs create a base line for the first 2 to 3 years before making program or course-level changes. The Office of Research and Planning has two departments with outcome data at the present time.</i></p>			

4.3 Assess student/community needs and offer innovative, outstanding programs and services to meet those needs.

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<ul style="list-style-type: none"> • Survey community to determine preferences for outreach courses. <i>Two presentations were made by Gayle Rodriguez, the non-credit coordinator, to groups at St. Joseph's Church and the SIRS Organization. Each presentation was followed by a needs survey in order to determine courses that were desired by the community. Sample survey results: Writing 13; Music 16; Art 17; Care-Giver Skills 25; Internet 30; Travel/Leisure 36.</i> • Survey feeder schools staff to determine which classes we will offer. <i>In the Fall 2005, The</i> 	<ul style="list-style-type: none"> • Complete an environmental scan of our service area. <i>Completed a current environmental scan.</i> • Develop programs in response to the scan. <ul style="list-style-type: none"> ○ <i>Development of a new certificate or degree program per semester in response to the scan.</i> ○ <i>Developed student employment training manual and offered WebCT workshop.</i> 	<ul style="list-style-type: none"> • Create new programs in response to community needs. <i>Process Technology, Engineering, and Environmental Science.</i> • Conduct marketing research and needs assessment. <i>Research firm consulted, study design, and pricing explored in Sp 06 for 06-07 completion.</i> • Convene Community Advisory group on Latino issues to discuss community needs to be addressed by HSI grant. <i>Group supported HSI application that was awarded to LMC this year.</i> • Convene public and private partners on 	<p>Facilities -</p> <ul style="list-style-type: none"> • Monitor impact of construction on students and adapt to student needs when possible. <i>The initiation of college education plans and facilities plans will be best for accomplishing this action step.</i> • Actively attend the local Bond Measure Oversight Committee meetings. <i>Have attended and lead all Bond oversight committee meetings to date.</i> <p>Finance</p> <ul style="list-style-type: none"> • Provide budgetary support for colleges to achieve their objective. <i>The District provides the colleges all the</i>

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4.3 Assess student/community needs and offer innovative, outstanding programs and services to meet those needs.

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<p><i>VP and the non-credit coordinator visited and surveyed the feeder high schools in West County to assess preferences for outreach courses. In addition, several community agencies were contacted and visited by the Dean of Economic Development to determine further needs for course development.</i></p> <ul style="list-style-type: none"> • Conduct focus group surveys to determine outreach curriculum needs. <i>A formal survey of focus groups has not been completed. These will be conducted during the 2006-07 academic year. This will be the time the college will be developing its strategic plan.</i> 		<p>manufacturing training needs.</p> <ul style="list-style-type: none"> ○ <i>Partnered to receive \$900K multi-agency grant for training in manufacturing careers.</i> ○ <i>Participated in WDB forums</i> 	<p><i>budgetary support that it can.</i></p> <p><u>Human Resources -</u></p> <ul style="list-style-type: none"> • Continue to support the Governing Board in community outreach needs. <i>Assisted Board as requested (Chancellor reception, information requests, Measure A, etc.).</i> <p><u>Information Technology and Research -</u></p> <ul style="list-style-type: none"> • Perform an internal and external environmental scan to obtain information on our existing and changing community demographics and needs. <i>Information about our community is made available so programs and services can be aligned.</i>