

# ACCREDITATION FOLLOW-UP REPORT



**Los Angeles Mission College**

13356 Eldridge Avenue  
Sylmar, California 91342

**March 1, 2009**

# TABLE OF CONTENTS

<b>Statement on Report Preparation .....</b>	<b>iii</b>
<b>Response to College Recommendation #2 .....</b>	<b>1</b>
Chart 1: Los Angeles Mission College Shared Governance Committee Structure .....	1
Table 1: Los Angeles Mission College Shared Governance Committees with Meeting Times and Locations.....	2
<b>Response to College Recommendation #3 .....</b>	<b>5</b>
Table 2: Summary of Self-Evaluations by Los Angeles Mission College Shared Governance Committees (Performed in May, 2008).....	5
Table 3: Summary of Recommendations by Los Angeles Mission College Shared Governance Task Force .....	6
Table 4: Summary of External Evaluations of Los Angeles Mission College Shared Governance Committees (Performed in December, 2008).....	8
<b>Response to College Recommendation #7 .....</b>	<b>11</b>
<b>Response to College Recommendation #8 .....</b>	<b>12</b>
<b>Response to Commission Concern #2 .....</b>	<b>14</b>

## STATEMENT ON REPORT PREPARATION

In preparation for submitting this follow-up report, the college solicited information and evidence from the following people: Janice Silver, Educational Planning Committee Co-Chair; Maury Pearl, Dean of Institutional Research, Planning and Information Technology and Co-Chair of Technology; Pat Flood Student Learning Outcomes Coordinator, Dr. Angela Echeverri, LAMC Academic Senate President; Joe Ramirez, VP of Student Services, and Co-Chair of the Student Support Services Committee and College Council; Rosalie Torres, Student Support Services Co-Chair; Leslie Milke, Co-Chair of College Council, Shared Governance Task Force, and Budget and Planning Committee; Dr. Karen Hoefel, VP of Administrative Services and Co-Chair of Budget and Planning and Facilities Committees; Walter Bortman, Facilities Co-Chair; Alma Johnson-Hawkins, VP of Academic Affairs and Educational Planning Committee Co-Chair; David Jordan, Technology Co-Chair; Vilma Bernal, Staff Development Co-Chair; Gary Prostack AFT Faculty Guild President (2006-2008) and Work Environment Committee Chair (2008-2009); Sandy Thomsen, Shared Governance Task Force member; Mary Lou Mendoza, Shared Governance Task Force member; Deborah Kaye, District Accreditation Liaison; Vice Chancellor of Institutional Effectiveness Gary Colombo; and Dr. Judith Valles, College President. Input was solicited at the College Council meeting on February 5, 2009. The narrative was edited and the final report compiled by Pat Flood and Angela Echeverri, Faculty Accreditation Co-Chairs for the self study.

The report was reviewed and approved by the college Academic Senate on February 19, 2009 and by the College Council, the college's primary shared governance body, on February 19, 2009.

On February 25, 2009, the Board of Trustees' Committee on Planning and Student Success heard a presentation from the college and approved the progress report. All of the Board members received copies of the report prior to the meeting.

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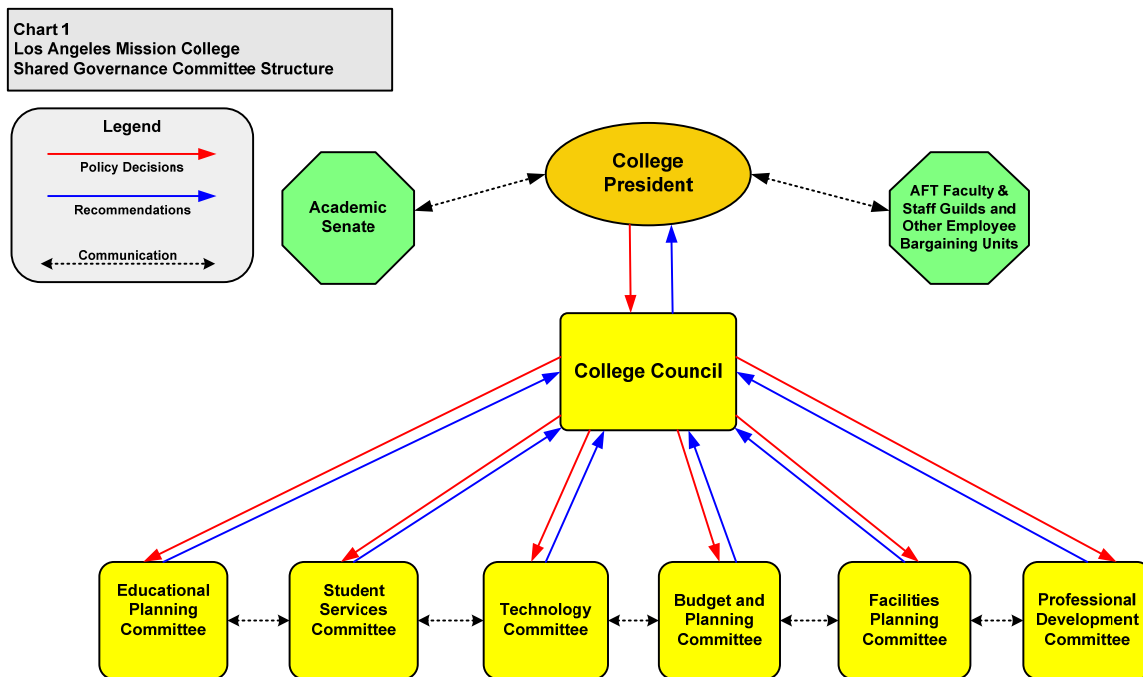
Dr. Judith Valles, President, Los Angeles Mission College

# ACCREDITATION FOLLOW-UP REPORT LOS ANGELES MISSION COLLEGE March 1, 2009

## Recommendation 2: College Governance

It is commendable that the college crafted and approved a new governance model. However, the model is untested and will require a commitment to the tenets of participatory governance to make it successful and useful to the college decision-making process. The team recommends that the areas of responsibility be defined to clarify the outcomes of any given governance process (Standard IV.A.1, IV.A.2, IV.A.2.a, IV.A.3).

The Shared Governance Task Force that was established by the College Council in May of 2007 has continued to oversee the shared governance committees. The shared governance committees that report and make recommendations to College Council are the Budget and Planning Committee, Educational Planning Committee, Facilities Planning Committee, Professional and Staff Development Committee, Student Support Services Committee, and Technology Committee. (See Chart 1.)



During 2008 the shared governance committees met on a regular basis. Committee charters, agendas, and minutes are posted on the college website (2.1, 2.2). The standing committees submit monthly reports to the College Council (2.3, 2.4). The College Council meets the third Thursday of each month and is co-chaired by an administrator and a faculty member. Committees submit recommendations to College Council as

necessary, which are then voted upon by the Council and are forwarded to the President for final decision before implementation. The membership of College Council includes representatives from all major constituency groups: administrators, faculty, classified staff, and students (2.2). The co-chairs of the six standing committees are members of College Council; each standing committee has one administrative co-chair and one faculty or staff co-chair. All faculty appointments to the standing committees are made either by the Academic Senate or AFT. College Council and all the standing committees have regular meeting times and places and established memberships. All meetings are open to the public and student representation is encouraged.

**Table 1: Los Angeles Mission College Shared Governance Committees with Meeting Times and Locations**

<b>Committee</b>	<b>Regular Meeting Time and Location</b>
College Council	Third Thursday at 1:30 pm Campus Center Room 1
Budget and Planning	First Thursday at 12:00 pm Campus Center Room 2 or 4
Educational Planning	First and Third Mondays at 1:30 pm Campus Center Room 4
Student Support Services	Third Tuesday at 1:00 pm Student Services Conference Room
Technology	Second and Fourth Wednesdays at 12:00 pm Collaborative Studies Building Room 108
Professional and Staff Development	First Thursday at 12:30 pm Collaborative Studies Building Room 108
Facilities Planning	Second Thursday at 12:30 pm CSB Conference Room

**Committee Functions:** In the fall of 2007, the Shared Governance Task Force made recommendations to College Council defining the charge, function, and membership of the shared governance committees. Each committee developed a charter based on these recommendations, which was approved by College Council. The charters specify the following areas of responsibility of each committee.

**College Council:**

- Review, revise and approve college mission and goals and recommend that the College President send them to the LACCD Board of Trustees for approval.
- Oversee timeline and assessment criteria for all unit plans.
- Define annual college priorities that reflect the goals of the college and the assessment of college unit plans.
- Coordinate and evaluate the effectiveness of College Council and the six advisory shared governance committees: Budget and Planning, Educational Planning, Facilities Planning, Student Services, Professional and Staff Development and Technology.

- Receive, review, evaluate and act upon reports and recommendations to the College President from Shared Governance Committees.
- Respond to requests from the President to study and make recommendations regarding a concern.
- Define and implement communication mechanisms to regularly communicate meeting schedules, agendas and status of recommendations, policies and procedures to the college community, including College Council member constituents.
- Provide recommendations to the College president on college matters and through the College President to the District on District matters.
- Oversee college responses to all accreditation recommendations.

### **Budget and Planning Committee**

- Develop budget procedures, policies, guidelines and timelines.
- Regularly report to College Council on current budget status and when necessary, the need to reduce expenditures.
- Review and prioritize budget and funding requests.
- Make budgetary recommendations to balance the budget.
- Oversee the development of college responses to all budget and planning related accreditation recommendations.
- Develop benchmarks for the evaluation and assessment of budget expenditures.

### **Educational Planning Committee**

- Develop, update and oversee the implementation of the Educational Master Plan.
- Oversee Unit Assessment and SLO development in Academic areas.
- Integrate results of Unit Assessments into the Educational Master Plan.
- Oversee the college responses to any educationally related accreditation recommendations.
- Oversee viability review of educational programs.
- Oversee planning, implementation and assessment of all academic areas including: Credit, Noncredit, Specially Funded Programs, Basic Skills, and Distance Education.
- Develop prioritization criteria for the allocation of instructional resources.
- Prioritize and make recommendations to the Budget and Planning Committee for the allocation of resources to the academic units.
- Receive and prioritize requests for Instructional Equipment funds and forward recommendations to the Budget and Planning Committee.

### **Student Support Services Committee**

- Make recommendations to facilitate the Enrollment Management process.
- Review and evaluate the campus-wide student services that are provided to LAMC's student population.
- Review and evaluate all student activities related to the purpose of the committee.
- Developed benchmarks for the evaluation and assessment of enrollment growth and student satisfaction.
- Review the Student Services Program Review process.

### **Technology Committee**

- Develop, update, and oversee the implementation of the Technology Master Plan.
- Study, review, advise, and recommend policies and procedures relating to institutional technology.
- Provide a structure and process for identifying and evaluating emerging technologies for possible benefit to the college.
- Identify, prioritize, and review technology needs with regard to network infrastructure, staffing, funding, and equipment capacities.
- Ensure compliance with accessibility standards for all students, including those with disabilities.
- Coordinate with Shared Governance and other college standing committees.

### **Professional and Staff Development Committee**

- Provide faculty, administration, and classified staff the opportunity to maximize their professional and personal development through a planned program of activities and resources that support the mission and goals of the college (Staff Development Plan 8/5/97).
- Ensure that opportunities for professional growth are made available to faculty, staff and administrators under the guidelines of AB 1725.(Ed. Code 87150)
- Responsible for training and professional development of staff, classified, and faculty.

### **Facilities Planning Committee**

- Oversee college facilities planning.
- Review college facilities master plan and educational master plan for consistency.
- Recommend new facilities projects.
- Review and make recommendations on the college's scheduled maintenance program (SMP process).
- Recommend SLOs and facilities management Program Review (previously called unit assessment) measures.
- Review college facilities use policies and procedures.
- Assist in the development of facilities maintenance standards, staffing requirements, and quality control for all college facilities.
- Review projects and make recommendations on priorities for bond funded facilities.
- Stay apprised of Work Environment Committee recommendations to College Council.

As a result of the shared governance committee evaluations (see Recommendation 3 below), which are performed twice a year at the end of the spring and fall semesters, the charters will be revised as needed to further refine the areas of responsibility of each committee.

### **Evidence**

2.1 [www.lamission.edu](http://www.lamission.edu)

2.2 Charters of shared governance committees

2.3 College Council minutes

2.4 Agendas and minutes of shared governance committee meetings

**Recommendation 3: Evaluation and Effectiveness of Governance Committees**

**The team recommends that the College Council implement the regular and systematic evaluation of the effectiveness and integrity of its collaborative governance committees by fall 2008 (Standard IV.A.5).**

In December 2007 a Shared Governance Committee self-evaluation form (3.1) was distributed in College Council recommending that the six standing committees reporting to College Council perform a yearly self-evaluation beginning in spring 2008 (3.2). The self-evaluation was completed during the spring semester 2008 (3.3). The Shared Governance Task Force reviewed the self-evaluations and provided a written summary at the May 2008 College Council meeting (3.4).

**Table 2: Summary of Self-Evaluations by Los Angeles Mission College Shared Governance Committees (Performed in May, 2008)**

<b>Committee</b>	<b>Holds Regular Meetings?</b>	<b>Minutes and Agendas Posted on Website?</b>	<b>Accomplishments Within Scope of Charter?</b>	<b>Prioritized Goals Within Scope of Charter?</b>	<b>Full Membership of Committee?</b>
<b>Budget and Planning</b>	Yes	Yes	Yes	Yes	No
<b>Educational Planning</b>	Yes	Yes	Yes	Yes	Yes
<b>Student Support Services</b>	No	Yes	Partially	None listed	Yes
<b>Technology</b>	Yes	Yes	Partially	Yes	Yes
<b>Professional and Staff Development</b>	Yes	Yes	Partially	Yes	No
<b>Facilities Planning</b>	Yes	Yes	Yes	Yes	Yes

By the spring of 2008, most of the committees were meeting on a regular basis and had full memberships. The majority of the committees had begun to prioritize their goals based on their charters and had begun to accomplish some of these goals. However, it took some of the committees a few months to establish a full membership due in part to several faculty retirements, transfers, and leaves.

Based on the self-evaluation performed in May 2008, a number of recommendations were made by the task force at the May 2008 College Council meeting. The recommendations and their status are summarized in the table below.

**Table 3: Summary of Recommendations by Los Angeles Mission College Shared Governance Task Force**

<b>Shared Governance Task Force Recommendations (May, 2008)</b>	<b>Status</b>
<p>Complete Program Review (Unit Assessments) for all other units on campus in the next year to ultimately establish a clear link between budget and planning. This will better enable the Budget and Planning Committee to fully incorporate budget allocation processes.</p> <ul style="list-style-type: none"> <li>○</li> </ul>	<p>Completion dates of Program Reviews: Academic, Spring 08; Student Services, Winter 09; Administrative Services, Spring 09.</p>
<p>Establish a regular meeting of the co-chairs of all the shared governance committees. This will assist in understanding the relationships among the committees. Currently the linkages between the shared governance committees are not clearly delineated.</p>	<p>Since Fall 2008, committee co-chairs have met monthly before College Council meetings.</p>
<p>Each committee should continue to be vigilant in monitoring memberships. The replacement or reappointments of the one-year terms should be completed by June 15.</p>	<p>AFT and Senate appointments are made every June or as vacancies arise.</p>
<p>College Council should be responsible for monthly committee updates to the campus community indicating any action items that have been adopted by College Council.</p> <ul style="list-style-type: none"> <li>○</li> </ul>	<p>College President and administration have held monthly Town Hall Meetings since Fall 2008.</p>
<p>The Co- Chair of College Council should be in place before the beginning of July of 2008.</p> <ul style="list-style-type: none"> <li>○</li> </ul>	<p>A faculty co-chair was elected in Summer 2008.</p>
<p>College Council should also prepare a self-evaluation of this past year to be placed in the task force files.</p>	<p>Completed January 2009.</p>

After the committee self-evaluations were completed in May 2008, the need for additional information on the effectiveness of the committees became apparent. As a result, in the fall of 2008 the Shared Governance Task Force developed a comprehensive external evaluation instrument (3.5) to be completed by teams of two individuals not sitting on the committees being evaluated. The evaluation instrument was presented and discussed at the November and December 2008 College Council meetings (3.6). The evaluation teams reviewed each committee’s minutes, agendas, and charters and cross referenced this information with College Council minutes and the College Strategic Plan. The first part of the evaluation examined the frequency of meetings, member participation, and reports and recommendations to College Council. The second part of the evaluation included the following questions and information.

1. Is the committee charter posted on the campus website?
2. Are agendas distributed 72 hours in advance of meeting?
3. List the major discussion and information items (Attach additional sheets if necessary).
4. List action items.
5. List recommendations to College Council, Budget and Planning, or some other body. What were the outcomes?(Approved, Pending, or other)
6. Are committee actions and recommendations consistent with the college strategic plan?  
(Specify how—which goals and objectives are addressed?)
7. Are committee actions and recommendations consistent with the committee’s charter?
8. Based on this evaluation, does the committee charter need to be reviewed?
9. What are some of the committee challenges?
10. Commendations and recommendations:

The two-member teams completed their committee evaluations in January 2009 (3.8), and the Shared Governance Task Force met to formulate preliminary recommendations to increase the effectiveness of the governance process. These recommendations were submitted to College Council on February 5, 2009 (3.9) and were placed on the agenda for the regular February 19 College Council meeting. Based on the external evaluations, it became clear that some committees were very effective. These committees met regularly, meetings were well attended, they had agenda items that were consistent with their charters and the College Strategic Plan, and they made recommendations to College Council that resulted in decisions based on shared governance. Other committees functioned primarily as forums for information, discussion, and planning. Several of these committees were involved in planning college-wide activities such as training workshops, student events, and campus policies; while they reported regularly to College Council, they did not bring action items forward. Below is a table summarizing the external evaluations and a written summary for each committee.

**Table 4: Summary of External Evaluations of Los Angeles Mission College Shared Governance Committees (Performed in December, 2008)**

<b>Committee</b>	<b>Number of Meetings in 2008</b>	<b>Average Number of Members per Meeting</b>	<b>Average Number of Attendees per Meeting</b>	<b>Regular Reports to College Council</b>	<b>Recommendations or Action Items to College Council</b>
<b>College Council</b>	9	15	18	N/A	N/A
<b>Budget and Planning</b>	7	10	11	Yes	Yes
<b>Educational Planning</b>	20	10	13	Yes	Yes
<b>Student Support Services</b>	5	5	8	Yes	No
<b>Technology</b>	13	7	8	Yes	No
<b>Professional and Staff Development</b>	8	5	6	Yes	No
<b>Facilities Planning</b>	7	6	7	Yes	No

*College Council* elected a faculty co-chair in August 2008. The committee met nine times in 2008. The Council received monthly reports from all six standing committees, as well as the SLO Coordinator, Accreditation Co-Chairs, Work Environment Committee, Shared Governance Task Force, Campus Project Manager, and the College President. The Council also received and acted upon recommendations from the Educational Planning and Budget and Planning Committees. Major discussion and information items included facility and technology updates, accreditation, Student Learning Outcomes, Basic Skills Initiative, Program Review, ASO activities, the College Strategic Plan, and the Budget and Planning Document. The College Council held a leadership retreat in August 2008 (3.9) at which the framework for the College Strategic Plan was developed. The College Council action items included approval of instructional equipment funds, the Strategic Plan, January 15, 2009 (3.10, 3.11) the Budget and Planning Document (3.12), and the Basic Skills Matrix (3.13).

*The Budget and Planning Committee* met seven times in 2008 and reported regularly to College Council. The committee members participated in the Program Review validation process of the academic units. The committee reviewed requests for additional funds that were part of the Program Review process and made recommendations on allocations which were subsequently approved by the Council and the College President. This is an example of a clear linkage between the planning and budget processes. They also requested and received budget presentations from categorical and specially funded programs. Important discussion items included development of a process for approving new grant proposals and institutionalization of the Math Center currently funded by a Title V grant. The committee developed a comprehensive Budget and Planning

document which was presented to the Academic Senate and approved by College Council in December 2008 (3.12).

***The Educational Planning Committee (EPC)*** met twenty times in 2008 and reported regularly to College Council. Some of the major discussion items included the update of the Educational Master Plan, departmental reorganization, Student Learning Outcomes, accreditation, the College Strategic Plan, revision of AA Degrees, institutionalization of the Math Center, enrollment management, faculty hiring, instructional equipment funds, Basic Skills Initiative, Career Technical Education (CTE) innovation fund for vocational programs, the Budget and Planning document, and Program Review and the validation process of academic areas. The following department chairs gave Program Review presentations beginning in the fall of 2008: Life Sciences, Physical Sciences, Business and Law, English, Professional Studies, and Social Sciences. Validation, approval, and responses to academic Program Reviews were completed during the fall 2008. The remaining seven departments will make presentations in 2009: Arts, Health, and P.E.; Developmental Communications; ESL; Learning Resource Center; Library; Math and Computer Science; and Chicano Studies and Foreign Languages.

The EPC approved the following action items: Basic Skills Planning Matrices, revision and approval of compliant AA Degree, the reorganization of the Natural Sciences Department into Life Sciences and Physical Sciences, and the update of the Educational Master Plan (EMP). In the external evaluation the committee received commendations for its excellent participation, attendance, and organization, addressing a wide range of academic issues, being action oriented, and developing a meaningful program review process which is tied to institutional planning. The committee also was very successful in providing a collegial and objective forum in which to discuss the reorganization of academic departments.

***The Facilities Committee*** met seven times in 2008 and reported regularly to College Council. The main information and discussion items were the status of campus construction projects; campus policies on smoking, posting materials, and handicapped parking; security and fire system updates; the Facilities Master Plan; the Administrative Services survey; and the online Program Review for Administrative Services. They also received reports from the Work Environment Committee. There were no formal action items or recommendations made to College Council. The external evaluation of this committee resulted in a recommendation to modify the membership and the charter to ensure that it has a broader representation and a more active faculty role in planning of facilities. The approval of Bond Measure J in November 2008 underscored the need to link facilities and educational planning more strongly.

***The Professional and Staff Development Committee*** met eight times during 2008 and reported regularly to College Council. The current faculty co-chair started in January of 2008. The committee planned numerous campus-wide events including various workshops for faculty and staff on instructional technology, basic skills, health, and professionalism. They organized the annual Springfest, the Fall Opening Day (Flex) program, and the holiday party. They also discussed the process for recording

professional development (Flex) hours. Finally the committee coordinated a very successful Faculty Academy for the new probationary instructors hired in 2008. No formal recommendations were made to College Council.

***Student Support Services*** met five times during 2008 and reported to College Council. The major discussion and information items included the Student Services Program Review process, student activities (Welcome Day, College Fair, Senior Day, and Career Day), online orientation, and a District-wide student services survey. The committee was involved in planning the program review process for all student services areas, which was completed in January 2009. No formal recommendations were made to College Council.

***Technology Committee*** met 13 times during 2008 and reported regularly to College Council. The major discussion items included instructional software, online instruction, technology upgrade projects, faculty and staff portal presentations, library technology resources, training of faculty and staff, tutoring, District student technology survey, literacy and information competency survey, smart classrooms, and updating the college technology plan. In October through December of 2008 the committee completed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis for several areas of the campus (3.14). The purpose of the SWOT analysis was to help develop an update for the campus technology plan. No formal recommendations were made to College Council.

In conclusion, the Los Angeles Mission College shared governance committees met and reported to College Council on a regular basis. Some of the committees such as Budget and Planning and Educational Planning made recommendations to College Council which resulted in actions taken. Other committees served mainly as information or planning bodies and did not submit formal recommendations to College Council. While faculty, staff, and administrator participation in the shared governance committees was very good, most committees had limited student representation. The Shared Governance Task Force will continue to monitor the effectiveness of each committee on an ongoing basis. Self-evaluations will take place every spring semester, and external evaluations will occur each fall. These evaluations will serve as the basis for recommendations for improvement of the shared governance process.

## **Evidence**

- 3.1 Shared Governance Committee Self-Evaluation Form
- 3.2 College Council meeting minutes, December 20, 2007
- 3.3 College Council minutes, April 17 and May 15 2008
- 3.4 Shared Governance Committee Self-Evaluation Summary
- 3.5 Shared Governance Task Force External Evaluation Instrument
- 3.6 College Council meeting minutes, November and December 2008
- 3.7 Shared Governance Taskforce External Evaluation of Shared Governance Committees, January 2009
- 3.8 College Council meeting minutes, February 5, 2009
- 3.9 College Council leadership retreat, August 2008

- 3.10 College Council meeting minutes, January 15, 2009
- 3.11 LAMC College Strategic Plan
- 3.12 LAMC Budget and Planning Document
- 3.13 Basic Skills Planning Matrix
- 3.14 Technology Committee SWOT analyses

**Recommendation 7: District Progress on SLOs & Faculty Evaluation**

**The team recommends that the District should provide leadership in supporting the progress toward incorporating achievement of stated student learning outcomes as a component of faculty evaluation (Standard III.A.1.c).**

(Commission Note: With regard to Recommendation 7 above, the Commission notes that the standard cited (III.A.1.c) also assigns this responsibility to “others directly responsible for student progress toward achieving stated student learning outcomes.”)

*III.A.1.c Faculty and others directly responsible for student progress toward achieving stated student learning outcomes have, as a component of their evaluation, effectiveness in producing those learning outcomes.*

The issue of incorporating SLOs into faculty evaluations was addressed during contract negotiations in the spring of 2008. On the evaluation form (Appendix C) of the collective bargaining agreement (7.1), the following criterion was added under Professional Responsibilities:

(For All Faculty) Participates in the Student Learning Outcomes Assessment Cycle (for classroom faculty, includes approved SLOs on class syllabi).

In spring 2006, the District established a Faculty Evaluation Taskforce to bring together members of the District Academic Senate (DAS) and the AFT College Faculty Guild to provide the colleges with guidance in fulfilling this standard. The task force was comprised of the DAS president, two college senate presidents and two senate members, three Guild chapter presidents and its executive secretary, and the Chancellor’s Liaison (currently the Vice Chancellor for Institutional Effectiveness). After reviewing the collective bargaining agreement and determining that its provisions did not preclude consideration of student learning outcomes in the evaluation process, the group issued a report with several recommendations (7.2).

The recommendations involve a model for incorporating student learning outcomes in faculty evaluations by linking them to the long-term professional development goals of individual faculty. This approach “closes the loop” of institutional improvement by connecting faculty development activities to college-wide efforts to improve student learning. In the proposed model, the comprehensive faculty evaluation process would include a self-assessment of the faculty member’s professional development activities, an assessment of contributions to campus-wide and departmental SLO assessment and improvement, and a clear statement of future goals and action plans. These personal goals would support or link to overarching college goals and objectives.

The suggestions proposed by the taskforce are best practices that may be adopted by colleges at the local level. Faculty at each college have been encouraged to engage in vigorous dialogue on ways to institute these recommendations, with discussions overseen by the college academic senates in consultation with the College Faculty Guild chapter.

In spring of 2009 Los Angeles Mission College will begin including in the comprehensive faculty evaluation process a self-assessment of the faculty member's professional development activities, an assessment of contributions to campus-wide and departmental SLO assessment and improvement, and a clear statement of future goals and action plans.

### **Evidence**

- 7.1. LACCD-AFT College Faculty Guild Collective Bargaining Agreement, 2008-11
- 7.2. LACCD Faculty Evaluation Taskforce report August 2006

### **Recommendation 8: District Plan for Retiree Health Benefit Liability**

**The team recommends that the college should closely monitor in future years the success of the District's plan for addressing retiree health benefit liability to assure that out-year obligations are met without significant impact on the financial health of the institution (Standard III.D.1.c).**

(Commission Note: With regard to Recommendation 8 above, the Commission is seeking evidence that the District has developed, implemented, and adhered to a plan which will address the unfunded retiree health benefit liability to assure out-year obligations are met without significant negative impact on the financial health of the institution.)

*III.D.1.c When making short range financial plans, the institution considers long-range financial priorities to assure financial stability. The institution clearly identifies and plans for payment of liabilities and future obligations.*

The LACCD has taken significant steps to address the issue of its unfunded liability for retiree health care. The GASB-mandated accounting standards require public employers to determine and report their actuarial obligation for "other post-employment benefits (OPEB)"— primarily retiree health insurance—and to develop a plan for addressing those obligations.

The LACCD's initial actuarial study in 2005 calculated its retiree health benefit liability as \$623.2 million (8.1). The large figure was not surprising for a District that has provided pay-as-you-go retiree health care coverage since its inception in 1969, but the District's unions and management recognized that the liability could be reduced by prudent pre-funding of a portion of the unfunded obligation through an irrevocable trust.

In fall 2006 the District's six unions and the Board of Trustees approved a negotiated agreement to begin partial prefunding by *annually* directing 1.92% of the previous fiscal year's full-time employee payroll into an irrevocable trust. The District's full-time employees gave up almost one-third of the 5.92% Cost of Living Allowance (COLA) provided to community colleges in 2006-07 by the State of California. In effect, LACCD employees agreed that, on an ongoing basis, they would accept salaries almost 2% lower than they would otherwise have been in order to secure retiree health care for themselves and future fulltime employees of the District. The money saved through this sacrifice of salary would create an ongoing annual stream of revenue into the District's OPEB trust. In addition, LACCD management and unions agreed that an amount equivalent to the District's annual Medicare D refund would also be diverted from the District's operating budget into the OPEB trust.

The District and its unions conducted a thorough review of options for the irrevocable trust and determined that they wanted CalPERS to manage it. Because the law at the time restricted access to CalPERS trusts to agencies that participated in the PEMHCA health plans, the District and its unions worked actively to change the law to allow the LACCD (and other non-PEMHCA agencies) to pre-fund its OPEB obligation through a CalPERS-managed trust. The District had a second actuarial study completed in accordance with CalPERS guidelines (8.2). In fall 2007 Governor Schwarzenegger signed AB 554 (Hernandez), and in spring 2008, the LACCD moved its accumulated funds from the Los Angeles County Treasurer to a CalPERS-managed irrevocable trust. As of Fall 2008, the balance in the trust was \$11,518,103.

With the prefunding plan, the District's annual costs are actually \$41,228,000, and the anticipated funding for 2008 is \$38,193,000, which is 93% of the annual costs. (The 2008 figure is higher than anticipated in subsequent years because it includes a two-year accumulation of prefunding in addition to that year's pay-as-you-go costs.) The second year, funding is projected to be at approximately 80%. The District's very successful Joint Labor-Management Benefits Committee continues to work diligently to find ways to control the cost of health care for both active and retired employees while continuing to monitor the national debate on the future of American health care. The District is also working to identify other revenue sources by studying the feasibility of issuing an OPEB obligation bond and exploring the possibility of directing toward OPEB a portion of the revenue expected from new public-private partnerships and the sale and/or lease of some District assets.

During 2007, Governor Schwarzenegger's Commission on Public Employee Post-Employment Benefits held hearings across California and issued a report with recommendations on how the problem of unfunded OPEB benefits could best be addressed (8.3). Former LACCD Chancellor Rocky Young and LA College Faculty Guild President Carl Friedlander made a joint presentation to the Commission on the LACCD pre-funding plan at a hearing at UCLA in September 2007. The Commission included the LACCD plan as a case study and a model of a "hybrid" solution that fully prefunds the obligation for young and future employees while prefunding a portion of the obligation (and continuing pay-as-you-go) for those closer to retirement. At a press

conference presenting the Commission's report on January 7, 2008, Commission Chair Gerald Parsky made the following comments:

“As part of our mission, we surveyed approaches taken by various municipalities to fund their pension and retiree health care obligations. We present these findings in the “case studies” section of the report.

Looking at these case studies, I think you will see that many of our state's local governments have been taking this issue very seriously and have implemented some very effective and innovative approaches to funding their liabilities.

Specifically, I encourage you to take a close look at Santa Clara County, Los Angeles Community College District, Modesto City Schools District and Central Valley Health Trust. Each of these entities has implemented what we regard as some of the best practices.”

With our prefunding plan, our annual costs are actually \$41,228,000, and our anticipated funding for 2008 is \$38,193,000, which is 93% of the annual costs. (The 2008 figure is higher than anticipated in subsequent years because it includes a two-year accumulation of prefunding in addition to that year's pay-as-you-go costs.) The second year, we project our funding to be at approximately 80%. The district's very successful Joint Labor-Management Benefits Committee continues to work diligently to find ways to control the cost of health care for both active and retired employees while continuing to monitor the national debate on the future of American health care. The district is also working to identify other revenue sources by studying the feasibility of issuing an OPEB obligation bond and exploring the possibility of directing toward OPEB a portion of the revenue expected from new public-private partnerships and the sale and/or lease of some district assets.

## **Evidence**

- 8.1 LACCD Actuarial Valuation, July 1, 2005, Retiree Health Insurance Program
- 8.2 Actuarial Valuation Study, Post-Retiree Health Benefits, April 23, 2008
- 8.3 Funding Pensions & Retiree Health Care for Public Employees, a report of the Public Employees Post-Employment Benefits Commission (see p. 169-173).

### **Commission Concern 2: Eligibility Requirement 19—Accountability**

**The Commission requires that the College demonstrate in the Progress Report that it is in compliance with Eligibility Requirement 19 which requires that “The institution systematically evaluates and makes public how well and in what ways it is accomplishing its purposes, including assessment of student learning outcomes. The institution provides evidence of planning for improvement of institutional structures and processes, student achievement of educational goals, and student learning. The institution assesses progress toward achieving its stated goals and**

**makes decisions regarding improvement through an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation.”**

The college has addressed this recommendation by taking action in several areas:

- Revitalizing the shared governance committees and establishing a task force responsible for the systematic evaluation of the shared governance process.
- Developing a College Strategic Plan (SMP) (C2.1).
- Updating the Educational Master Plan (C2.2) and Technology Plan (C2.3).
- Funding a position for an SLO coordinator who reports regularly to College Council, the Academic Senate, Council of Instruction, and the Educational Planning Committee.
- Developing an online program review process for instructional and non-instructional areas.
- Linking the program review process to a budget allocation process by including a resource allocation request component as part of Program Review.
- Accreditation materials are made available to the public by placing them on file in the college library and posting them on the college website.

The governance committees and their evaluations have been addressed earlier in this document. The college has integrated the shared governance system into planning processes. The college’s shared governance committees have been involved in updating college plans. For example, in spring 2008 the college’s Educational Planning Committee (EPC) initiated a process for conducting an annual review and updating of the college’s Educational Master Plan (EMP). The EPC is following an annual cycle for this review, utilizing information from the program review process as well as external and internal environmental scanning. Additionally, in fall 2008 the college’s Technology Committee conducted a SWOT analysis of campus academic, student support, and administrative offices and functions (C2.4). The outcomes of this analysis together with student and staff survey information (C2.5) will be used to revise and update the college’s Technology Plan.

The College Council recognized the need to provide overall direction and focus to its planning efforts and developed a Strategic Master Plan (SMP) in fall 2008. This process began with a strategic planning workshop, held in summer 2007, to develop college-wide strategic goals (C2.6). The workshop included the college administrators and faculty and staff leadership and focused on development of college-wide strategic goals and ensuring alignment with the recently developed strategic goals of the Los Angeles Community College District (LACCD) (C2.7) and the California Community College System Office. In addition, College Council held a retreat in summer 2008 at which the strategic goals were updated and further developed (C2.8). The resulting strategic plan includes goals, objectives, timelines, and associated action plans for the 2008-09 academic year. Following a review and feedback process in fall 2008 during which the SMP was posted on the college website, presented to the Academic Senate, and reviewed by the college’s principal shared governance committees (Budget and Planning and Educational Planning Committees), the SMP was approved by the College Council on January 15, 2009 (C2.9).

The College Council also recognized the need to regularly update the SMP and moved to hold an annual retreat to achieve this purpose. Additionally, in spring-summer 2008 the college conducted an inventory of its progress toward achieving District-wide strategic goals (C2.7). This information was reported to the District's Office of Institutional Effectiveness and formed the basis of a report on the LACCD Strategic Plan (C2.10).

Moreover, in fall 2008 the college's Budget and Planning Committee updated, clarified, and formalized the framework for college planning and resource allocation processes and the role of shared governance within these processes. This document was critically discussed by shared governance committees, the Academic Senate, and college administration and approved by College Council on December 18, 2008 (C2.11, C2.12).

Recognizing the need for the systematic assessment of student achievement of educational goals, the college has funded a position for a Student Learning Outcome (SLO) Coordinator since 2006 and an SLO assistant since fall 2008. The SLO Coordinator prepares semi-annual reports on the status of implementation and assessment of SLOs. These reports are posted on the college's website so that they are accessible to the college community and public at large (C2.13). In 2008-2009 the college has been very active in developing and assessing SLOs. SLOs are required to be on all course syllabi and participation in the SLO process will be part of the faculty evaluation process beginning Spring Semester 2009. SLOs are also required on all updates of Course Outlines of Record (C2.14) and the updates are posted on the Curriculum webpage (C2.15). A timeline has been developed and posted on the SLO webpage for completion of all SLO assessments by 2012, including course, certificate, program, degree, and Institutional SLO assessments. Department chairs have been spearheading the SLO effort for their disciplines and faculty cooperation has been very strong. Though the college's stated goal is to complete 15-20 percent of course SLO assessments in a discipline each semester, some departments (Math, English, Family and Consumer Studies) are actually ahead of this timetable. Monthly SLO updates are given at meetings of the Educational Planning Committee, Academic Senate, the Council of Instruction (chairs' council) and the College Council. A cycle of course SLO assessments has been established and results of assessments are being used to improve student learning and instruction.

The SLO Coordinator is working with the college's web developer to design an SLO online program to simplify the recording and tabulating of the college's SLOs and assessments. Similar to the online program review assessment used for the academic, student services, and administrative units, the online SLO program will be a repository for all student learning outcome and assessment materials which will be easily accessible to all faculty, staff, administrators, and the public.

The Office of Research and Planning and the EPC Unit Assessment Task Force revised and developed an online Program Review (formerly called Unit Assessment) instrument, which was distributed to the academic units in fall of 2007 (C2.16). During fall 2008 the online Program Review instrument was further developed and distributed to all non-instructional units (Student Services and Administrative Services) (C2.17). By March

2009, the college's Student Services and Administrative Services divisions completed program reviews and developed unit plans using the on-line model. Using the updated planning framework, the college is incorporating resource requests from its completed college-wide program review into the operational planning/budget process for 2009-10. Program review findings are being used to report on objectives within the college's Strategic Master Plan and to identify focus areas for future college planning through the shared governance process.

The Educational Planning Committee (EPC) worked with the Budget and Planning Committee to develop an academic Program Review validation process, which was used to allocate resources with the purpose of guiding the college through the continual process of strategic educational planning that includes a systematic cycle of evaluation, integrated planning, implementation and re-evaluation. The EPC will work with Student Services to develop a similar validation process for the non-instructional areas. This process illustrates the college's commitment and ability to ensure a firm linkage of planning to resource allocation.

### **Evidence**

- C2.1 LAMC Strategic Plan (SMP)
- C2.2 LAMC Educational Master Plan
- C2.3 LAMC Technology Plan
- C2.4 LAMC Technology Committee SWOT analysis
- C2.5 LAMC Student and Staff Survey
- C2.6 LAMC-wide Strategic Goals
- C2.7 LACCD Strategic Goals
- C2.8 LAMC Retreat, Summer 2008.
- C2.9 College Council minutes, January 15, 2009
- C2.10 LACCD Strategic Plan
- C2.11. Academic Senate minutes, December 4, 2008
- C2.12 College Council minutes, December 18, 2008
- C2.13 LAMC SLOs website: [www.lamission.edu/slo](http://www.lamission.edu/slo)
- C2.14 LAMC Course Outline of Record
- C2.15 LAMC Curriculum Website: [www.lamission.edu/slo](http://www.lamission.edu/slo)
- C2.16 LAMC Academic Units Program Review instrument
- C2.17 LAMC Non-instructional Units Program Review instrument (Student Services and Administrative Services)