

RP3_PCCD Follow-Up Grid of ACCJC Requirements and Fiscal Issues aligning Requirements/Issues, Peer Review Team Report, Special Reports, and Relevant ACCJC Standards

District Requirement Action Letter June 28,2021	Related Fiscal Issue 1/27/20	ACCJC Standards	Peer Report Comments Excerpted Comments from college reports abbreviated A=COA, B=BCC, L=Laney, M=Merritt
<p>District Requirement 1: In order to meet the Standards, the team recommends the district have appropriate internal control mechanisms and regularly evaluate its financial management practices and uses the results for improvement to ensure financial documents have a high degree of credibility. (III.D.5, III.D.6, III.D.8)</p>	<p>FI.1 FTES Targets & Enrollment Management</p> <p>FI.2 Establishing a Student Success Infrastructure Plan to SCFF</p> <p>FI.3 Guidelines reducing overspending & eliminating deficit</p> <p>FI.4 BP to adopt sustainable fund balances& reserves</p> <p>FI.5 Restructuring plan to improve efficiencies & accountability at District & Colleges</p> <p>FI.6 Address all audit findings</p> <p>FI.7 Improve mgmt. of OPEB debt</p> <p>FI.8 Provide executive-level staff turnover analysis & recommendations to retain staff at the district</p>	<p>III.D.5. To assure the financial integrity of the institution and responsible use of its financial resources, the internal control structure has appropriate control mechanisms and widely disseminates dependable and timely information for sound financial decision making. The institution regularly evaluates its financial management practices and uses the results to improve internal control systems.</p> <p>III.D.6. Financial documents, including the budget, have a high degree of credibility and accuracy, and reflect appropriate allocation and use of financial resources to support student learning programs and services.</p> <p>III.D.8. The institution’s financial and internal control systems are evaluated and assessed for validity and effectiveness, and the results of this assessment are used for improvement.</p>	<p>A/L/M-The College has internal controls and processes established by the District for the management of fiscal resources. These specifications may be found in the following District Board policies and administrative procedures: BP 6300 Fiscal Management and Accounting, AP 6300 General Accounting, BP/AP 6330 Purchasing.</p> <p>(A/B- starts here) In recent years, and as a result of staffing instability as documented in the districts response to their audits, the district has had a number of significant 48 audit findings. Two of the District’s findings were repeat findings noting weaknesses in District financial and internal controls indicating the District is having challenges improving internal control systems. As further noted in their audit corrective action plans, the district understands the need to improve in this area and are taking steps to remedy the issues. (III.D.5, III.D.8)</p> <p>A/B/L/M -The recent audit adjustments have eroded the integrity and reliability of the district’s planning assumptions, as significant adjustments to fund balance have occurred in multiple years. It is critical the district reduces the magnitude of audit adjustments to have an accurate understanding of their fund balance prior to mid-year audit adjustments. (III.D.6)</p>

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Requirement 2: In order to meet the Standard, the team recommends the district respond to all external audit findings and such responses are comprehensive, timely, and communicated properly. (III.D.7)	FI.3 Guidelines reducing overspending & eliminating deficit FI.5 Restructuring plan to improve efficiencies & accountability at District & Colleges FI.6 Address all audit findings	III.D.7 Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.	A/B/L/M- The District had ten findings in the 2020 District Audit and has had a similarly high number of finding in recent years. Three of the 2020 findings were repeat, and two of the repeat findings were material weaknesses in internal controls over financial reporting. While the district has made efforts to resolve audit findings in recent years, they continue the trend of having multiple repeat audit findings annually. It is critical for the District to correct audit findings in a timelier manner. (III.D.7)
Requirement 3: In order to meet the Standard, the district must practice effective oversight of its financial aid programs. (III.D.10)	FI.2 Establishing a Student Success Infrastructure Plan to SCFF FI.5 Restructuring plan to improve efficiencies & accountability at District & Colleges FI.6 Address all audit findings	III.D.10 The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.	M/A - BP 6250 Budget Management requires that the District adheres to title 5 and the CCC Budget and Accounting Manual in budgeting and accounting methods. The District's Fiscal Services Department (which includes accounts payable, payroll, student finance, grants, and special programs, and purchasing) provides financial oversight for the District. The district is lacking effective oversight over their financial aid programs. In review of the district's audit for 2019-20, the team determined that there were three audit findings reflecting lack of effective oversight in the financial aid programs. The district lacked internal controls and compliance by not reporting changes in new presidents and directors of financial aid to the US Department of Education within 10 business days. Additionally, there is no formal documented review process for Return to Title IV (R2T4). Lacking these internal controls results in noncompliance related to effective oversight of financial aid programs and the US Department of Education requirements. (III.D.10) B-The team found that the College and the District mostly practice effective oversight of its finances. The annual external audit is the primary method by which District-wide financial practices and resources are monitored. The audit includes an evaluation and review of financial statements. It also includes a careful review of all

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			<p>financial resources and programs, including financial aid, grants, externally funded programs, contractual relationships, foundations, and investments. The College has not had an audit finding since FY17; however, the District is lacking effective oversight over their financial aid programs. In a review of the District’s audit for 2019-20, the team determined that there were three audit findings reflecting lack of effective oversight in the financial aid programs. The District lacked internal controls and compliance by not reporting changes in new presidents and directors of financial aid to the US Department of Education within 10 business days. Additionally, there is no formal documented review process for Return to Title IV (R2T4). Lacking these internal controls results in noncompliance related to effective oversight of financial aid programs and the US Department of Education requirements. (III.D.10)</p> <p>L- has In 2019, the college and District had challenges with effective oversight of finances and has made fundamental changes in an effort to improve then above</p>
<p>District Requirement 4: In order to meet the Standard, the team recommends that the Board of Trustees assure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. (IV.C.1)</p>	<p>FI.1 FTES Targets & Enrollment Management</p> <p>FI.2 Establishing a Student Success Infrastructure Plan to SCFF</p> <p>FI.6 Address all audit findings</p> <p>FI.7 Improve mgmt. of OPEB debt</p>	<p>IV.C.1. The institution has a governing board that has authority over and responsibility for policies to assure the academic quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. (ER 7)</p>	<p>A/B/M-The Board has authority for policies that assure the financial stability of the institution however, the District is currently under Accrediting Commission for Community and Junior Colleges (ACCJC) enhanced fiscal monitoring which resulted in a December 16-17 Fiscal Monitoring site visit. While there have been clear efforts to meet the fiscal recommendations, PCCD was put on probation in January 2020 and four Special Reports were requested. The Special Reports noted much hard work at the colleges to fix issues noted in the January 2021 action letter and there is still significant work to be completed. The 2019-2020 Financial Audit was not completed so a thorough analysis was not included in the Special Reports. ACCJC met in January 2021 and acted to Defer Action on the accredited status of the institution maintaining the current Probation status. The recent 2019-20 audit reflect 10 findings of which internal controls was noted for the fourth year in a row. The continuation of</p>

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	FI.8 Provide executive-level staff turnover analysis & recommendations to retain staff at the district		internal control findings and financial aid findings will require a stable competent financial staff to ensure the financial stability of the district. While the colleges are working to improve their finances, enrollment management, and overall financial credibility the District Office is still experiencing instability in financial administrators. (IV.C.1) L-different but no content
District Requirement 5: In order to meet the Standard, the team recommends that once the Board of Trustees reaches a decision, all board members act in support of board decisions. (IV.C.2)	NA	IV.C.2. The governing board acts as a collective entity. Once the board reaches a decision, all board members act in support of the decision.	A/B/M/L-The Board Code of Ethics and Standards of Practice (BP 2715) provides that the governing authority rest with the entire Board, not with individual members. The board held a board retreat December 15-16, 2020, with an agenda that included Building Trust, Civility and Respect among 56 Board Members, Reaching Agreement and Adhering to Accreditation Standards. This retreat was facilitated by Dr. Helen Benjamin and resulted in a PCCD Board Statement of Cooperation which was adopted at the January 5, 2021, Board Meeting. This statement was signed by all the board members, committing them to adhering to BP 2715 Code of Ethics and Standards of Practice and a number of other items leading them towards functioning as a high-performing team. The Retreat also resulted in the development of Board Protocols of Communication that informs the processes Board members are to use when communicating with each other, CEO/Staff Members, the public and how to address complaints from the public. All the board members present (6 of 7) at the December retreat agreed to abide by the Board Protocols of Communication they developed with Dr. Benjamin. Since that time the faculty union filed a complaint, and the protocols are in legal review. There were multiple issues raised in interviews as evidenced through administrative turnover at the district office and apparent when watching Board meetings regarding the Board advancing the agendas of certain groups over the interest of the entire District wellbeing and effectiveness. It is noteworthy the Board of Trustees is actively working on these concerns. (IV.C.2)

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District Requirement 6: In order to meet the Standard, the team recommends the Board adhere to their clearly defined policy for evaluating the CEO of the district. (IV.C.3)	NA	IV.C.3. The governing board adheres to a clearly defined policy for selecting and evaluating the CEO of the college and/or the district/system.	A/B/M/L-Board Policies (BP) 2431 and 2435 outlines the Chancellor Selection process and Evaluation of the Chancellor. The Board approved a temporary waiver in BP 2431 for the current Chancellor Search, to authorize proceeding with two finalists instead of requiring five finalists as noted in BP 2431. The Board is reviewing a permanent change to BP 2431 through the shared governance process. BP 2435, Evaluation of the Chancellor indicates the Chancellor, and the Board shall mutually develop a timely evaluation process and tool that incorporates the District’s goals, objectives and expectations. There is no evidence in the ISER’s that an annual evaluation of the Chancellor took place nor is there evidence of an agreed upon evaluation tool, incorporating the necessary elements noted above. There was a special board meeting held July 18, 2020, for Public Employee Evaluation, Chancellor, and this was after the resignation letter of July 16, 2020, from the Interim Chancellor. There is no evidence in the Board Agenda as to whether or not an agreed upon evaluation tool was used during this Board meeting and it is clear through interviews that a Chancellor evaluation was not completed following the board policy. (IV.C.3)
District Requirement 7: In order to meet the Standard, the team recommends the governing board is an independent, policy-making body that reflects the public interest in the institution’s educational quality. (IV.C.4)	NA	IV.C.4. The governing board is an independent, policy-making body that reflects the public interest in the institution’s educational quality. It advocates for and defends the institution and protects it from undue influence or political pressure. (ER 7)	A/B/M/L-PCCD Board meetings hold space for public comment. PCCD has seven duly elected trustees through area-based elections. The District has policies in place establishing election procedures. BP 2710 and AP 2712: Conflict of Interest is supposed to prevent conflicts of interest and that Trustees are not unduly influenced. Board members are required file an annual Statement of Economic Interests. All Board members filed their Statements of Economic Interests. There is concern within the District reflected in interviews, and evidence in high turnover in administration that some Board members advance the interest of certain groups over the interests of the entire District. This has resulted in high turnover of administrators particularly in the District Office. This results in lack of continuity in fiscal and process oversight. (IV.C.4)

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<p>District Requirement 8: In order to meet the Standard, the team recommends that the Board establish a formal process for regularly assessing its policies for effectiveness in fulfilling the district's mission and revise them as necessary. (IV.C.7)</p>	<p>NA</p>	<p>IV.C.7. The governing board acts in a manner consistent with its policies and bylaws. The board regularly assesses its policies and bylaws for their effectiveness in fulfilling the college/district/system mission and revises them as necessary.</p>	<p>A/B/L/M- The District has BP and AP 2410: Board Policy and Administrative Procedure that identifies the Districts process for development and review of Board policy. The Board is a member of the Community College League of California Policy Subscription Service, which provides bi-annual updates. The District relies on a faculty member to serve as the liaison/coordinator with CCLC's Policy and Subscription Service and to ensure the District stays in compliance with legally mandated policy changes. In addition, the ISER states that the District reviews all policies and procedures on a six-year cycle, based on the date of last review and is tracked by the Chancellor's office. This Policy and Procedure lists each BP and AP and the date when they were last reviewed or revised. This is a very good process for tracking review and revisions; however, many of the BP's listed have not been reviewed in the last six-years. It appears the faculty coordinator is not responsible for ensuring board policies are reviewed every six years but primarily for keeping the District in compliance with legally required mandates. (IV.C.7)</p>
<p>District Requirement 9: In order to meet the Standard, the team recommends the Board delegate full responsibility and authority to the Chancellor to implement and administer board policies without Board interference. (IV.C.12)</p>	<p>NA</p>	<p>IV.C.12. The governing board delegates full responsibility and authority to the CEO to implement and administer board policies without board interference and holds the CEO accountable for the operation of the district/system or college, respectively.</p>	<p>A/B/L/M-BP 2430 and BP 7110 delegates Authority to the Chancellor for administering the policies adopted by the Board and implementing decisions of the Board requiring administrative action. BP 7110 delegates authority to the Chancellor with the exception of appointment of management employees, non-academic temporary substitute, and short-term employees who are paid less than 75 percent of the fiscal year (except for professional experts, apprentices and student workers). Board members have discussed qualifications of recommended management hires and conducted internet searches on recommended hires. Results of evaluations of recommended management hires were requested by board members to ascertain whether a person was qualified for a particular management job. BP 7110 is more prescriptive than Standard IV.C.12 and is not delegating full authority to the Chancellor to implement and administer board policies. Although these policies exist, the interpretation on what they mean differs among board members and they should be discussed, reviewed and</p>

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			<p>revised as appropriate. ACCJC met in January 2020 and acted to Impose Probation on the accredited status of the institution. The ACCJC action letter indicated that it was not evident from the special report that the District had addressed foundational issues including the lack of adherence to Board policies and administrative procedures. A Fiscal Monitoring Special Report was submitted for the Jan. 13-15, 2021, ACCJC Meeting. The Commission also considered the Fiscal Monitoring Peer Review Team Report prepared by the fiscal monitoring team that visited the institution December 16 – 17, 2020. As a result, ACCJC February 2021 letter acted to Defer Action and continue the Probation period for the Peralta District until after the comprehensive review of the team visit scheduled for Spring 2021. (IV.C.12)</p>
<p>District Requirement 10: In order to meet the standard, the team recommends the District clearly delineate, document and communicate the operational <u>responsibilities and functions of the District</u> from those of the Colleges and consistently adhere to this delineation in practice. (IV.D.2).</p>	<p>NA</p>	<p><i>IV.D.2. The district/system CEO clearly delineates, documents, and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice. The district/system CEO ensures that the colleges receive effective and adequate district/system provided services to support the colleges in achieving their missions. Where a district/system has responsibility for resources, allocation of resources, and planning, it is evaluated against the Standards, and its performance is reflected in</i></p>	<p>A/B/M There appears to be some confusion about the delineation of functions and responsibilities between the District and the colleges. During the team visit, this issue kept coming up as questions about processes were asked. The District needs to establish a clear delineation of functions and responsibilities that are consistently applied across all colleges. The District and colleges can then work together to document the workflow and communication processes that ensure the District, and the colleges adhere to the delineation in practice. Functional maps provided as evidence in ISERs were different between three colleges and one college. (IV.D.2)</p> <p>L/ The Chancellor ensures colleges receive effective and adequate services to support the colleges in achieving their missions through board policies and administrative procedures. The district provides centralized information technology, human resources, fiscal affairs, and research and planning services to the colleges. The district holds a Planning and Budgeting Integration Model summit and</p>

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		<p><i>the accredited status of the institution.</i></p>	<p>program review process annually to inform allocation of resources. Delineation of functions is evident through college functional maps, however, there is no consistency on which operational responsibilities and functions are owned by the district, colleges, or are shared functions. (IV.D.2).</p> <p>All 4 colleges - The District and the Colleges work together to ensure planning and evaluation is integrated to improve student learning and achievement and institutional effectiveness. A crosswalk was created that aligns college strategic goals to district strategic goals and then to the State Chancellor’s Vision for Success goals. This crosswalk has been used by the district and colleges to guide their strategic plan development. The district and colleges follow board policies and administrative procedures for institutional effectiveness and annually assesses goals and progress at the annual Planning and Budget Integrated Model summit. The last approved strategic plan was completed in 2015. The board is currently revising their mission and a stop gap strategic plan to provide guidance to colleges for planning. Once the District establishes a clear and consistent delineation of functions in Standard IV.D.2, the team suggests that the participatory governance process, workflow, and communication be documented to better support integrated planning and evaluation. (IV.D.5)</p> <p>All 4 colleges - The Peralta Community College District utilizes a number of district-level participatory governance committees and standing operational groups to facilitate two-way communication between the district and colleges. Communication also occurs through districtwide administrative meetings such as the District Administrative Leadership Team and Manager Meetings. Other parts of the structure include the Planning and Budgeting Integrated Model 55 (PBIM) as well as a number of district-wide planning committees. The District includes timely and accurate information and updates in their Peralta Gems weekly newsletter</p>

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			<p>and through districtwide emails and utilizes its webpage and social media for external communication. College presidents regularly communicate to the Board on issues of student success and other items of institutional importance. Through reports at college governance committees and regular written communications, college presidents ensure that college constituencies are well informed of district matters and are able to provide college perspectives through two-way communication. Once the District establishes a clear and consistent delineation of functions in Standard IV.D.2, the team suggests that a communication process and strategy be created to ensure effective operation of the colleges. (IV.D.6)</p> <p>All 4 colleges - The District evaluates role delineations, governance, and decision-making processes annually through the Planning and Integrated Budget Model summit. As a result, recent changes to improve services were made including the decentralization of Financial Aid, the coming decentralization of Admission and Records and the reconstitution of the Legal Department. These evaluation outcomes were communicated widely through reports at board meetings and in shared governance district wide committees. The team suggests the district formalize the outcome evaluation process once a clear and consistent delineation of functions is completed in Standard IV.D.2. (IV.D.7)</p>

Fiscal Issue	Requirement CxRef	Dec 2020 Special Visit Team Report Details and any updates from March 2021 Peer Review Team Report	New Evidence/ Sustaining
Fiscal Issue (FI).1 Establishing FTES	Requirement 1, 2, 4	PCCD A=EMF enrollment mgt framework; FTES/FTEF by discipline; intersessions; FTES increase ↓productivity	Considered addressed by Special Visit Team (2021)

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Targets and Enrollment Management Plans		<p>B=ISEM (integrated)2018-21/aligned with SCFF Enrollment decline, ↑ dual, block scheduling L=2019-20 SEM, 5yrs↓ enrollment – sched/program/ss Modify scheduling to ↑ productivity to 17.5, 5 days/wk. SCFF in curricular approvals; expand dual enroll, expand online M=SEM, Aligned to SCFF ↑ transfer ↑ trx ↑ FA, ↑ productivity, scheduling, SS, strong dual enrollment ↑ noncredit, block scheduling (w/other colleges)</p>	<p>Each college has an SEM that aligns to the PCCD SEM. Reports are regular to BOT and stabilization, even in the midst of Covid. Each college will provide an update</p>
FI.2 Establishing a Student Success Infrastructure Plan to comply with the Student-Centered Funding Formula as announced by the California Community College Chancellor's Office	Requirement 1, 3, 4	<p>PCCD Consultant for SCFF & Data Integrity-College Collaboration A=Financial Aid Strategies – FA staff, Implementation of AB 705, Guided Pathways, SCFF Enrollment Management Practices, Program Review, Block Scheduling- ↑ TX rate ↑ Eng./math B=ISEM (integrated)2018-21/aligned with SCFF; ↑ Eng./math L=2019-20 SEM SCFF in curricular approvals, pathway model for completions ↑ FA# ↑ Eng./math, auto award degrees & certs M=SEM, ↑ Eng./math, GP, ADTs, Degree audit, ↑ TX rate, career counselor, ↑ FA#, ↑ completion AB540 URM – linked EM, SCFF and Financial processes</p>	<p>All budgets are aligned to SCFF, all budgets are positive. BOT has reconstituted Budget and Finance committee and is tracking budgets, FTES and important SCFF factors. e.g., Report on Covid and FTES to BOT</p>
FI.3 Establishing guidelines to reduce operational overspending and eliminate the structural deficit	Requirement 1, 2 ?4?	<p>PCCD A= FTEF Allocations • collaboratively ensure resource allocation through program review to annual plan updates • data informed decisions (daily enroll rpts) B=Infrastructure analysis (saved \$280,000), Planning and Allocation thru Governance processes, hourly instructional budge analysis, reduce FTEF in re-assign L=Training & comm. on budget, P&P, Align budget development with SOPs, oversight of instructional allocations M=adhere to FTEF allocation by department vs rollover, revised Integ Planning and Budget Admin Procedures& Program Review/Annual Update Processes</p>	<p>There is no longer a continued structural deficit. No deficit spending in last year's budget or the tentative budget. DO addressing the issues through internal controls, training, and understanding their actual number</p>

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FI.4 Adopting a Board policy to adopt sustainable fund balances and reserves	Requirement 1, ?4?	<p>PCCD A=BP6250 B= BP6250 L= BP6250 M=BP6250</p>	<p>Considered addressed in Special Team Report (2021) Tentative Budget ending Balance CFS 311 show improvement</p>
FI.5 Adopting a restructuring plan to improve efficiencies and accountability at the District office and the Colleges	Requirement 1,2, 3, ?4?	<p>PCCD – insuff staff for acct (VC Finance became Chancellor) BOT had FCMAT training, BOT goals Dec 2020 and Spring; The District recruited and filled several critical positions in the spring of 2020 to include the Chancellor, Vice Chancellor of Finance and Administration, Vice Chancellor of General Services, Internal Auditor, and the Director of Purchasing positions. Internal auditor April 2020- controls enforced through technology. Contd quarterly reports to BOT A=improved eff & acc by freezing expenditures and not replacing positions; stabilized leadership Pres. Jones Dec 2020 B= Improved efficiencies; New president, New VP of Admin Services L= Pres Besikof 10/10/20, VP Admin Services improved efficiency & accountability M=Pres position filled – past excessive admin turnover; The College has filled nine administrative areas: including the President, Vice President of Student Services; Vice President of Instruction (interim); Dean of Counseling; Dean of Allied Health and Public Safety; Dean of Humanities and Social Sciences (interim; Director of Planning and Research; Director of Financial Aid; and Director Student Activities and Campus Life. The College has also engaged in two structures to ensure greater accountability and efficiencies: Dean of Enrollment Services; and Business Services Department. The College is recruiting a new Vice President of Administrative Services.</p>	<p>DO Staffing being addressed in study Audit and finance committee minutes Cash flow and budget variances indicate enhanced accountability practices B=benefit of VP admin A/B/M/L= VP of Admin Services at all colleges -one position still needing filled District and colleges making headway on financial control issues through reconciliations, adherence to policies and procedures, enhanced college procedures, calendars and timelines, and more transparent reporting and staff development</p>

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FI.6 Addressing all audit findings	Requirements 1, 2, 3, 4	<p>PCCD, A/B/L/M= The District has stabilized its leadership through several essential hiring's as noted earlier in this report. By stabilizing the financial administration, the college district has made progress in conducting monthly reconciliations, financial aid policy and procedures, and verbal orders. The board is forming a subcommittee for audit and finance review. In conversations with the Interim Chancellor and Interim Vice Chancellor of Finance and Administration and the assessment of evidence, significant work has been done to create and implement reliable internal control procedures. These actions were backed up by an informal conversation with the District's auditor, who noted several things:</p> <ul style="list-style-type: none"> Implementation of reconciliations Implementation of financial aid policies and procedures A contract with Oracle to assist in more automated reconciliations Working with the County on due to and due from reconciliations The District and colleges appear to be moving in the right direction There appears to be improvement in the internal controls and expects the audit will confirm progress on the prior audit findings 	Update with June 2020 audit findings 2019 9 findings (5 from 2018) ACCJC Annual Fiscal Report April 2021 in progress
FI.7 Establishing strategies to improve the management of the OPEB debt	Requirement 1? 2? 3, 4	<p>PCCD, A/B/L/M = The District provided a financial plan for the OPEB Bond Program in the Adopted Final Budget. The District has a plan, and they are adhering to the plan.</p>	Special Team Report (2021) indicated resolved Plan and reports show good resolution and fiscal stability on bond returns
FI.8 Providing an executive-level staff turnover analysis and recommendations to retain these staff at the district	Requirement 1, 4	<p>PCCD=No plan or analysis implemented; District and colleges are demonstrating their commitment to understanding the turnover issues better and implementing strategies for retaining employees. A=Stabilized leadership new president, seasoned VPs B=Stabilized leadership, diversity, equity & inclusion training to increase retention, professional develop leadership standards of excellence, investing in building leadership</p>	DO-Conducted a turnover study and develop a retention plan for the district. Staff development plans to address L-hired/hiring exec positions

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		<p>L=Fairly stable, some positions open, retention strategies, diversity prof development = inclusive workplace</p> <p>M= turnover issue attributed to health considerations, retirement, and managerial styles that were inconsistent with the College's culture. As the College is working toward a more strong, positive, accountable culture, they can attract strong and effective leadership.</p> <ul style="list-style-type: none"> • Model effective leadership • Solution based team building • Equity focused hiring practices <p>The President’s Cabinet completed two critical trainings in October of 2020: Communication, Cultural Competence, and Team Building.</p>	<p>M= turnover is attributed to health considerations, retirement</p>