

2020-21 Peralta Board Goals
Progress Report
July 20, 2021

The Board approved its goals for 2020-21 in their August 26, 2020, meeting. The table below lists each goal and associated key actions for completion, followed by the progress the Board made on each key action.

<p>Board Goal I: Educational Quality and Student Success</p> <p>The Board is committed to fulfilling the mission of the District and will ensure that students have a quality learning experience that maximizes their opportunities for success.</p> <p>Related District Goal(s)</p> <ul style="list-style-type: none"> ● Advance Student Access, Equity, and Success ● Build Programs of Distinction ● Engage and Leverage Partners 	
Key Actions	Progress
A. Receive disaggregated reports (retention, completion, graduation data, etc.) on student progress at the program level, including how students are supported.	<ul style="list-style-type: none"> ● A disaggregated report and analysis on the impact of COVID-19 on higher education and on the success of Peralta’s students’ progress and the impact on District enrollment was presented on Feb 23, 2021 by an external guest. The report can be found at https://drive.google.com/file/d/1p8HvtaNB6rIsD7VPqVbHRXMKgeBmwBvW/view?usp=sharing ● At its June 8, 2021 meeting, the Board received the Student Services Report entitled “What Does It Take for Students to Succeed at Peralta?” The report can be viewed at this link (https://drive.google.com/file/d/1x0lMnv0uCY9q1Y5AveT95VB4iYD1S0Nd/view). Data was shared with the Board on student progress in a variety of areas.
B. Regularly engage in meaningful discussions about students and their success.	<ul style="list-style-type: none"> ● Board members have received information on services offered to athletes during the pandemic. The Board discussed the issue with coaches and students in an open session. Monthly reports were given by each college president and student representatives on issues affecting students. ● The student services report presented on February 23 and June 8 resulted in meaningful and productive discussions with the Board. There was not enough time to delve more fully into the February 23rd report; however, some very important takeaways from the analysis of the data surfaced. ● Student Success and Accreditation Committee discussed having 10-minute teaching and learning presentations at Board meetings four times a year by a faculty member from each college. They plan to propose the idea to the full Board.

<p>C. Ensure availability of adequate classes to meet student needs.</p>	<ul style="list-style-type: none"> • Upon seeing the enrollments from the P1 and P2 reports, the Board remarked on the ever-declining enrollment and specifically have bought up the necessity of rightsizing expenditures for enrollments.
<p>D. Use established and other mechanisms to hear student voice.</p>	<ul style="list-style-type: none"> • Two student trustee slots were available this year, but only one seat was filled. Student participation is low because of COVID-19. The participation in the election of student trustees was incredibly low. This issue has come up in the Student Success and Accreditation Board committee: (1) How do we more effectively engage students during the pandemic and beyond, especially when participation is quite low? (2) Should a student be part of the Student Success and Accreditation Committee? (3) Can questions be included in surveys of students to get at the cause of lack of participation.
<p>E. Engage in the District strategic planning process.</p>	<ul style="list-style-type: none"> • The process is underway; however, the Board has not been involved yet. The consultants assisting the District with strategic planning made a report to the Board on 3/23/21 which included robust discussion. The PowerPoint presentation from the consultant's report can be found here: https://drive.google.com/file/d/10ksvRUAFy_DmBzaGlqSO_aoNWBuCi33-/view?usp=sharing. The updated plan is to be presented to the Board at its September meeting for adoption.
<p>F. View each Board action through the lens of student access, equity, and success, and make adjustments as needed to meet this criterion.</p>	<p>The Board is mindful of the need to view their decisions through an equity lens and has discussed several issues, including the following in support of this Key Action.</p> <ul style="list-style-type: none"> • Security program and redesign • CARES and COVID expenditures during when funding was not made accessible to students • Student debt and how to solve the problem while not imposing collectors on our students • Conversations about how to engage students more are happening at Board meetings and in student success and accreditation meetings • Student athletics conditioning during the Pandemic was a difficult issue we navigated, how to ensure their safety while allowing them access to sports • Facilities, as well as defunct elevators and lack of blue phones for emergency calls • Technology implementation and its effects on students • Rightsizing our budget, are our programs and offerings relevant? Given the analysis of COVID's effect on student outcomes, are there programs that need to be revisited, revised, discontinued or added?

Board Goal II: Diversity, Equity, Inclusion/Social Justice

The Board is aware of the importance of a safe and welcoming teaching, learning, and working environment for students and employees and will promote equal access to educational achievement through collaborations that value diversity, equity, and inclusion.

Related District Goal(s)

- **Advance Student Access, Equity, and Success**

Key Actions	Progress
A. Provide direction to the chancellor for the development and implementation of a system in which inequalities of gender, race, sexuality, ability, religion, socioeconomic status, immigration status, and other cultural and demographic indicators among students and employees are identified, discussed, addressed, and assessed.	<ul style="list-style-type: none">● Chancellor and Board are aligned on ensuring actions are oriented through this lens. In conversations at Board meetings, these issues continue to be discussed. There has been a focus on meeting students where they are. The marketing plan was presented to the Board and can be found here: https://drive.google.com/file/d/10BHrb8Ju6kiayEseSkudIMtq-4mqA5A/view?usp=sharing
B. Expect and review reports on progress of direction provided in IIA above.	<p>Report from college presidents at each Board meeting. BCC hired HSI director this past year. Laney presented to the Board how they implemented google translate on all websites and virtual services so students can translate all websites in any of 17 languages.</p> <ul style="list-style-type: none">● COA presented to the Board that mental health counselors are available , brown bag virtual conversations on 1619 project https://drive.google.com/file/d/10GuFZKE2TrEQc6_cfw0zdkEJTIJgkuC/view?usp=sharing● COA also sent 1700 postcards to students who dropped to do a personal reach out https://drive.google.com/file/d/136fEWn-LGRPA8YC91XA9kpOjmX-g2mms/view?usp=sharing● BCC focuses on equity and social justice, with professional development for faculty and staff facilitated by CORA https://drive.google.com/file/d/1W--7d8jDMaEnnoSvUabJwXvB8K-FQ-P-/view?usp=sharing● BCC president is very involved in becoming not just a Hispanic-enrolling, but Hispanic-serving institution (2/9/21) https://drive.google.com/file/d/1iLdt3wmHmd6DBA39bPkbSr1pUqni2tyC/view?usp=sharing● Laney faculty/ staff phone banked 1115 students who dropped class in 20-21 and tried to persuade them to register for class. https://drive.google.com/file/d/1HxP7TeGdbHJEnBZNUAqP6AjerKMhW9F/view?usp=sharing

	<ul style="list-style-type: none"> • Merritt Guided Pathways report: https://drive.google.com/file/d/1Lo3PZqd_B_7OfWw6dDJrD6teG5jrtQ9/view?usp=sharing • The Board passed three resolutions in 2021: (https://web.peralta.edu/trustees/bps-aps/resolutions/) • Condemning AAPI Xenophobia • LGBT and pride month • DEI • Renewing support for holistic safety and wellness of District students • How do we put structures in place that support students, so they remain at PCCD? • In re-envisioning the new security program, the Board was driven by an equity lens and orientation. Much of the feedback from” Black Minds Matter” a group comprised of students, community, staff, faculty and administrators has been an important part of the implementation plan. • In conversations about financial aid, many conversations at Board meetings concerned with the ways in which the CARES and COVID funds were only at about ~12% spent after a year, when students were not then able to access them. • In conversations about student debt, the Board understands the problem but is trying to find an equitable way to solve the problem without unintended consequences happening to students when a 3rd party collector is hired.
<p>C. Receive and review annual Student Equity Plans (SEP) and Student Equity and Achievement (SEA) Reports from each College.</p>	<p>SEA reports are not due until January 2022, so Student Services Update was given to the Board June 2021 (noted above)</p>
<p>D. Regularly review the progress toward goals set in the Equity Plans and SEA Report. Engage in meaningful discussion regarding success indicators and goals to address disparities.</p>	<p>SEA data and progress were discussed on 2/23/ 21 with consultant , then again on 6/6/21 with student services report. Additionally, an excellent disaggregated report and analysis given on 2/23/21 by external guest https://drive.google.com/file/d/1p8HvtaNB6rIsD7VPqVbHRXMKgeBmwBvW/view?usp=sharing</p>
<p>E. Actively monitor District development and progress on the implementation of the State Chancellor’s Office’s “Call to Action”.</p>	<p>Each college has presented on steps they have taken in response to Chancellor Oakley’s “Call to Action.” However, there were many more oral presentations. Below are links to written updates.</p> <ul style="list-style-type: none"> - BCC : https://drive.google.com/file/d/1iLdt3wmHmd6DBA39bPkbSr1pUqni2tyC/view?usp=sharing - Merritt: https://drive.google.com/file/d/1-hxaT5dhqvxnCwA2tE4Q3wk3pZ1wYF7R/view?usp=sharing <p>COA : https://drive.google.com/file/d/1gZ3C3M3QhVa7aUbfwrD2Xj3Rb0nfdVpw/view?usp=sharing</p>

Board Goal III: Accreditation

The Board recognizes and supports the function served by institutional self-evaluation by monitoring college compliance with the Standards and will understand and adhere to those Standards specifically focused on the Board.

Related District Goal(s)

- **Strengthen Accountability, Innovation and Collaboration**

Key Actions	Progress
A. Participate in training on accreditation Standards with emphasis on responsibilities of the Board in the accreditation process and Standards related to Board effectiveness and expected behavior.	On September 24, 2019, the Board participated in accreditation training offered by the chair of the Commission. The presentation can be found at: https://drive.google.com/file/d/1_wVOcqOvtG4V90IfxW6dhV7DCXxWaugZ/view?usp=sharing .
B. Participate in workshops/study sessions focused on meeting accreditation Standards on Board effectiveness.	On September 24, 2019, the Board participated in accreditation training offered by the chair of the Commission. The presentation can be found at: https://drive.google.com/file/d/1_wVOcqOvtG4V90IfxW6dhV7DCXxW
C. Monitor accreditation activities of each college.	The Board closely monitored accreditation activities as indicated in the following listing. <ul style="list-style-type: none"> ● Each college president made a presentation in the 9/29/20 Board meeting on its progress in completing the Institutional Self-Evaluation Reports (ISER). ● The Board engaged in conversation with accreditation consultant, Jim Riggs. ● The Board received newsletters from the colleges with accreditation updates. The Board conducted first and second readings of each college’s ISER and second readings of special reports on 10/13/20 and 10/27/20. See http://go.Boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BJAUQ47B935F and http://go.Boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BTY3DP066519 .
D. Closely monitor the development of the fiscal report due to the Commission on November 1 and approve it upon completion.	Progress reports on Special Report were presented to the Board on <ul style="list-style-type: none"> - 9/29/20 - 1st reading 10/13/20 - 2nd reading 10/27/20 Other meetings college presidents informally presented on status
E. Working through the chancellor, ensure that the District and the Board are prepared for the follow-up visit to the report in November.	9/15/20 - https://youtu.be/Aj4s2-snLB0 - college presidents and CW discussing November visit prep 9/29/20 Board engaged in discussion with PPL accreditation consultants, more updates and information in prep for November visit

Board Goal IV: Fiscal Affairs

It is imperative that the District has a secure and sustainable economic future; therefore, the Board will ensure financial accountability, responsibility, and stability.

Related District Goal(s)

- **Strengthen Accountability, Innovation and Collaboration**
- **Develop and Manage Resources to Advance Our Mission**

Key Actions	Progress
A. Provide direction for budget policy and priorities that support good decisions and clean audits by receiving reports each semester on schedule development in relation to availability of funds and other financial issues.	<p>The following financial priorities were developed with the current chancellor, with fiscal being at the top.</p> <ul style="list-style-type: none">● Audit Findings - Year-after-year financial aid, budget and reconciliation, HR position control, etc. verification of processes, sampling by internal or external auditor to ensure every finding is authentically resolved.● Development of a financial plan through budget years between 2021/2022 and 2024/2025. There must be a plan to adjust the size of the institution to meet the extreme drop off in revenue in the budget year 2023/2024. We need to begin reducing the size immediately to feather the process.● An accurate financial picture including all COVID and cares expenditures, consultant fees for the district office and IT● Stabilizing the district's finances. Give trustees an accurate picture of the district's financial health● SERP status● GANN/ EPA/ HEERF spending (CR) How do we ensure these, and all other funds show up on BUDGETS and are spent / allocated appropriately while continuing to shape the budget for fiscal cliff. https://drive.google.com/file/d/1ddiv34yfZdaTmVFiJuqM3JtJXAYW114I/view?usp=sharing
B. Monitor plans, strategies, and/or progress on the enrollment management plan to ensure goals are realistic and realized.	<p>There has not been an enrollment management report presented to the Board this year. However, each college president has done an excellent job keeping the Board apprised of enrollment figures and targets missed or surpassed. Additionally, college presidents have often included an enrollment snapshot on their written reports, and the Strategic Enrollment Management (SEM) Works project under the guidance of the VC of Academic Affairs & Student Success will be providing their recommendations during fall 2021 regarding strategies for enrollment improvement.</p> <p>The following priorities were developed specific to enrollment:</p> <ol style="list-style-type: none">a. comprehensive enrollment planb. (however the past 5 years – amidst Enrollment plans and “marketing outreach” still created a 25% decline in enrollment,

	<p>c. what is the target productivity rate? 17.5 has been the goal and has not been reached for about 5 years https://drive.google.com/file/d/1ddiv34yfZdaTmVFiJuqM3JtJXAYW114I/view?usp=sharing</p>
<p>C. Oversee the facilities bond program to ensure that it complies with stated goals by receiving detailed updates.</p>	<p>Bond updates were provided to the Board as follows: 11/20/20 https://drive.google.com/file/d/1PWaEen7Adjmb43TqeKPc43bGHZF_5dDW/view?usp=sharing 4/31/21 https://drive.google.com/file/d/1PWaEen7Adjmb43TqeKPc43bGHZF_5dDW/view?usp=sharing 12/8/20 http://go.Boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BRBU3X763760</p>
<p>D. Monitor the District budget to ensure spending is within budget and meets the needs of the District.</p>	<p>OPEB informational 4/13/21: https://drive.google.com/file/d/1-Np1t3OYW3AQAcrszFz5BU0SGtvJy1Bz/view?usp=sharing OPEB presentation 6/8/21: https://drive.google.com/file/d/1-Np1t3OYW3AQAcrszFz5BU0SGtvJy1Bz/view?usp=sharing Budget approval 1/19/21 (CCCCO order that allowed for late submission of budget) http://go.Boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BRBU3X763760 Audit report: 3/9/21 (CCCCO order that allowed for late submission of audit) http://go.Boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BYPUN7D318C Parcel tax summary for 19-20 presented on 4.6.21. (https://drive.google.com/file/d/1FGpKuywggZkodgWFO6osOkNzNPKTJ-K2/view?usp=sharing https://drive.google.com/file/d/1P9V9bWRnE2NC4QHsjE4bDM0-9dgcis9/view?usp=sharing Parcel tax: each college presented their two-year parcel tax plans on 10.27.20: http://go.Boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BJAUQ47B935F Review of Financial Statements and cash flow 2/9/21 http://go.Boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BXAW3P837E4E 7/28/20 http://go.Boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BRBU3X763760 Quarterly financial CCFS -311 (but none on 11/10) http://go.Boarddocs.com/ca/peralta/Board.nsf/goto?open&id=BRBU3X763760</p> <p>Cambridge West was hired to ensure data integrity in processes. Changes were made in financial aid so that the dept was under business admin rather than academic affairs and with presence at each college, rather than District. Two Financial aid technology analysts were hired with two more to be hired. Two technology experts to present tech overview and strategy specific to where breakdowns in our processes are, related to data integrity in the April 13, 2021, meeting.</p>

	<p><i>Edge Rock Technology</i> to:</p> <ol style="list-style-type: none"> 1. Establish quality control systems to correctly begin processing the new financial aid year, which includes (1) *: Work with IT to develop implementation checklists, (2) align administrative online functions, and (3) establish test modules for migration to production. 2. Assess and implement test controls that define and ensure data accuracy* 3. Create and consolidate of data collection queries and report 4. Troubleshoot ongoing issues to include reconciliation with Common Origination and Disbursement (COD) as mandated by the Department of Education** 5. Validate of disbursements with reject reporting** 6. Provide documentation and on-Board training for new and existing financial aid staff on all campuses and the district office *** 7. Enhance district capacity to incorporate best practices using updated data processes for future financial aid operations across the district
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<p>Board Goal V: Coronavirus (COVID-19) The Board is keenly aware of the risks associated with the current pandemic and will ensure precautions are taken to ensure the health and safety of students and employees.</p> <ul style="list-style-type: none"> ● Advance Student Access, Equity, and Success ● Build Programs of Distinction 	
<p style="text-align: center;">Key Actions</p>	<p style="text-align: center;">Progress</p>
<p>A. Provide direction to the chancellor, where appropriate, in executing programs and services for student success and equity.</p>	<p>Resolution was passed on 5/12 to ensure the District’s unwavering commitment to students and equity during the pandemic https://drive.google.com/file/d/1-Np1t3OYW3AQAcrszFz5BU0SGtvJy1Bz/view?usp=sharing</p>
<p>B. Receive regular reports on the District’s response to the ongoing pandemic and changing public health guidelines, including preparations for the eventual reopening of District campuses and facilities.</p>	<ul style="list-style-type: none"> ● Updates were given 9/8/20, 10/13/20, 4/3/21 https://drive.google.com/drive/folders/1PkP0LqbuR4HrTyZDUcBJF1F8zmD9XIkP?usp=sharing ● COVID Protocol was presented to the Board on 10/13/20 https://drive.google.com/file/d/1esGamzTLwGMC2CKBvJW0AUrKINBsrfT9/view?usp=sharing ● Updates were also posted on <i>Safe Peralta</i> website: https://safe.peralta.edu/?utm_campaign=Announcements&utm_medium=email&_hsmi=115050862&_hsenc=p2ANqtz-oVtUFguuF-ahMwHdIUbbXNavJJCq9NNz99ecX9h7yKPbjqJAgIIoXwx8XRojIUcWDjLC9MlnAUn_swzcj9Dsusw7LLw&utm_content=115050862&utm_source=hs_email

	<ul style="list-style-type: none"> • A task force was created to help the RTC plan, under Walter. Many communications occurred regarding athletic conditioning and safety. • Within a few weeks of Interim Chancellor Jackson ‘s arrival, the Board received updates and movement on HEERF funds and expenditures. https://drive.google.com/file/d/12KqBIJNs1TririLb0BUfQgB4-gN4QLT6/view?usp=sharing • https://drive.google.com/file/d/1Ig0X2ntaJpvEUiNAYes-yXcvj-sb7UjO/view?usp=sharing Additionally, money from HEERF funds will be used to prepare facilities. Board is approving a few more contracts with a company that will test the water at the District and work on HVAC systems. The two contracts will be approved at the 6/13/21 meeting.
<p>C. Monitor efforts to convert classes, laboratories, programs and services to in-person interactions.</p>	<ul style="list-style-type: none"> • Stipends paid to faculty to convert classes online Fall and Spring • More classes are in person this Fall than last Spring, • Preparations for return to campus are being implemented now, focus is on the areas of facilities and safety
<p>D. Receive reports (1) on the effectiveness of remote learning from teacher and learner perspectives and experiences and (2) distribution and use of CARE Act and other pandemic-related funds.</p>	<p>The February report by the consultant presented and analyzed data on the success/ effectiveness of remote learning and security</p>
<p>E. Receive reports comparing Fall 2019 and Fall 2020 online vs. on-campus student success, including information on success in classes not traditionally offered online, remote vs distance education success rate, student retention. Disaggregated data by: TOPs code, race/ethnicity, gender identity, economic status, and sexual orientation.</p>	<ul style="list-style-type: none"> • Jan 2021 BOARD meeting by a consultant • Yes, report and analysis. https://drive.google.com/file/d/1p8HvtaNB6rIsD7VPqVbHRXMKgeBmwBvW/view?usp=sharing
<p>F. Provide direction to the chancellor to ensure a coordinated approach among the colleges to address student housing and food insecurity and access to technology.</p>	<ul style="list-style-type: none"> • Each college had food pantries open during the pandemic and partnered with different organizations such as Eat, Play and Learn and World Kitchen to ensure food resources were given to students and community. https://drive.google.com/file/d/1PWaEen7Adjmb43TqeKpc43bGHZF_5dDW/view?usp=sharing • one of the charges of the Community Relations Board Committee was Housing , however with other priorities and leadership changes in DGS , the committee has , to this point, still not met.

	<ul style="list-style-type: none"> Hotspots were purchased for students <p>https://drive.google.com/drive/folders/1EqX3U1uGao6BSv4LLigYaUiKs9nR7oNw?usp=sharing Each College's CARES/ COVID expenditure allocations are located here</p> <p>https://drive.google.com/file/d/1jOb33bG9hwIV2IAXN0PKo_UhSqxX1v6e/view?usp=sharing</p> <ul style="list-style-type: none"> \$850K was spent on Chromebook for students
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Board Goal VI: Board Effectiveness	
Realizing the serious work facing the District and the need for the Board to improve its culture to achieve District and Board goals, the Board will take bold actions to transform itself into a high functioning unit.	
Related District Goal(s)	
<ul style="list-style-type: none"> Strengthen Accountability, Innovation and Collaboration Develop and Manage Resources to Advance Our Mission 	
Key Actions	Progress
A. Work closely with the chancellor to achieve Board goals.	Met with current chancellor to discuss expectations of the Board and chancellor in their work together.
B. Establish clear goals and expectations for the chancellor and create a relationship for achievement of same.	Established clear goals in partnership with current chancellor on May 11, 2021.
C. In accordance with BP2430: Delegation of Authority to the Chancellor, respect the authority that has been delegated to the Chancellor and hold the Chancellor accountable for execution of job duties as stated in the policy.	Board chair, vice chair and chancellor have begun discussion on the issue and will discuss with full Board at the 7/20/21 retreat.
D. Ensure development and implementation of a cycle for regular review and revision of all Board policies so that each policy is reviewed a minimum of once every five years, except when required by rules or regulations.	The chancellor is convening a task force to develop a process for regular review, creation and revision of Board policies and procedures.
E. Hire an Interim Chancellor and plan details for hiring of permanent Chancellor.	Completed process which resulted in extending current chancellor's contract through Spring 2022 term.
F. Adhere to BP2745: Board Self-Evaluation by following a regular cycle for Board self-	<ul style="list-style-type: none"> Self-evaluation for 2019-20 conducted and Board goals developed in three meetings held on July 21, August 3, and August 26.

<p>evaluation and development of annual Board goals.</p>	<ul style="list-style-type: none"> • Self-evaluation and Board goal development on schedule to be completed by July 31, 2021.
<p>G. Identify and reach a common understanding on Board policies on which the Board members have conflicting interpretations.</p>	<p>To be addressed in the 7/20/21 Board retreat</p>
<p>H. Board president and Vice President shall review progress on each Board goal and share with full Board monthly.</p>	<p>Slated for implementation in 2021-22</p>
<p>I. Cultivate a strong, positive CEO/Board relationship that promotes the success of students, the colleges, and the District as a whole.</p>	<p>Considerable progress made with current Interim Chancellor.</p> <ul style="list-style-type: none"> - Communication/transparency throughout that is vertical and horizontal - Explanations and detailed analysis that are data driven - Chancellor listens to all parties, and finds something helpful in each trustee's response - Board developed Statement of Cooperation by which they are abiding. - Demeanor is collegial and respectful on all fronts - Follow-through on questions, issues, concerns - She is thoughtful, intentional and attentive to detail <p>She is experienced and that shows in her breadth and depth of knowledge</p>
<p>J. Identify issues/items requiring strategic oversight not listed in Board goals and monitor accordingly.</p>	<p>Yes, safety issues and technology issues are also front and center and being monitored</p> <p>Safety plan Resolution was adopted on June 22, 2021: https://drive.google.com/file/d/1Q1Fw6rmwjPZHN4CketqbIqBvoqB5oXkM/view?usp=sharing</p>