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April 29, 2005

Rita Cepeda, Ed.D.  
Interim Superintendent/President

Dr. Barbara Beno  
Executive Director  
AACJC  
10 Commercial Blvd.  
Novato, CA 94949

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Dear Dr. Beno:

As requested, attached you will find the follow-up/update report on the findings of the Special Commission Team Visit. We have used the same format as before in which we list each finding and the action undertaken by the college to address each area. We have chosen to retain the prior responses as part of the text while adding any subsequent developments using a different font. We believe this approach will be helpful not only to the Commission but also to members of the Compton College family to measure in a very visible manner the progress we have made from month to month.

In order to meet the deadlines you have set for us, I have opted to forward this response without all the necessary Shared Governance Committee (SGC) signatures. The reason for this is that we need to schedule a review of this material at the next meeting of the SGC which is scheduled subsequent to the deadline for this report. We are providing the report to each member of the SGC today and we will follow up with the properly executed signature page as soon as possible.

If you have any questions please call me at (310) 900-1600 ext. 2000. Thank you for your support in this worthy but difficult endeavor.

Sincerely

Rita M. Cepeda, EdD  
Interim Superintendent/President

Cc: Board of Trustees  
Special Trustee Art Tyler

COMPTON COMMUNITY  
COLLEGE DISTRICT

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**Response to Accreditation Special Visit Team Report  
July 20-21, 2004**

**SPECIFIC RECOMMENDATIONS/NONCOMPLIANCE WITH  
ACCREDITATION STANDARDS**

**Fiscal Management and Stability of the College (Standard III D, ER 17 and 18)**

Recommendation:

1. The College should cease using an interim Business Officer and immediately advertise and fill the Business Officer position through the established management hiring procedures. The individual selected should have sufficient education, training and experience to perform the position. Furthermore, the College should seek a mentor for its new Business Officer position from among the other state public college business officers, who should be supported to attend Chief Business Officer Meetings regularly.

Response:

On June 21, 2004, the Special Trustee placed the Chief Business Officer (CBO) on immediate administrative leave and removed him from any duties associated with administrative and business services. This individual was subsequently terminated. The Special Trustee then assumed all responsibilities for Business and Administrative Services, including but not limited to the “FY2003-2004 Budget” and the development of a “FY2004- 2005 Budget”

Effective October 4, 2004, the permanent CBO position was filled by hiring Dr. James E. Williams, CPA. Dr. Williams’ official title is Vice President of Administrative Services/Associate Superintendent. The departments reporting to Dr. Williams include: Human Resources, Campus Police, M&O, Payroll, Purchasing, Bursar Operations, and Fiscal Services. Dr. Williams is an active participant in ACBO, Community College Internal Auditors, CASBO, and the Old Eastern CBO. In addition to being a CPA, Dr. Williams has 14 years experience in the California community college system. In addition, the Special Trustee, also a seasoned CBO, is providing hands-on mentorship of the fiscal reconstruction of processes and practices for the district to ensure controls and fiscal responsibility are achieved and maintained.

Evidence: Board Action (attachment 1); Dr. James Williams’ bio (attachment 36)

***5/1/05 Update - Complete***

Recommendation:

2. The College should eliminate the duality of authority created by the Deputy\_Superintendent, establish a reporting relationship, and restructure the necessary authority to ensure that the President can provide supervision of the College financial management staff.

Response:

The college structure was reorganized with input from the various college shared governance constituency groups. This re-structuring was subsequently approved through Board action. The new organizational structure eliminates the position of Deputy Superintendent. In addition, as of December 31, 2004, the Deputy Superintendent resigned his position and retired. The reorganization of the college administrative team emphasizes the clear reporting relationship between the new CBO and the President/Superintendent. This relationship and the delegation of authority to the new CBO for all fiscal matters have strengthened the college's fiscal accountability. One example of this has been that during the last two quarters the college cash position has been positive by more than \$2 million for the first time in more than three years.

Evidence: Board Action (attachment 2); Organizational Chart (attachment 3); FY 2004-05 Comparison of Month-End Cash Flow (attachment 4); Form 311A - FY2003-04 and Form 311Qs for FY2004-05 (attachment 5)

***5/1/05 Update - Complete***

Recommendation:

3. The College should review its present administrative structure to determine its efficacy in ensuring institutional integrity, and that the College immediately design and implement strong administrative evaluation systems that will enable the President to better hold administrative staff responsible for their job performance.

Response:

The college conducted a review of its organizational structure in an open forum process and concluded that the vertical administrative structure was ineffective. The college has been reorganized to create a more horizontal decision-making structure, which has three functional Associate Superintendents with delegated authority to match their responsibility. These individuals report directly to the President/Superintendent. This group forms the college Executive Cabinet, which meets weekly to ensure coordination, college policy implementation, and communication. The individuals also participate in shared governance to assist in the redevelopment of institutional integrity.

The institution's work plan includes the establishment of baseline faculty and staff evaluation procedures to be completed within a 12 month period and, thereafter, to be established on an ongoing and predictable cycle. The College will re-establish annual administrators' evaluation and complete all evaluations by June 30, 2005.

Evidence: Organization Chart (attachment 3); Board Actions (attachment 6); SGC Charter and minutes (attachment 7);

**5/1/05 - Update**

***The new organizational structure has been implemented and the Executive Cabinet meets weekly. As per the faculty contract, adjunct faculty are being evaluated every year and regular faculty are evaluated every two years on the odd or even year, based on the odd or even last digit of the employee number. Per the classified contract, classified staff are evaluated annually. The evaluation forms have been distributed and are to be submitted to the Human Resources Office by April 30.***

***The annual evaluation of administrators has been re-established and they are currently being evaluated. Evaluations should be completed by June 30, 2005.***

Recommendation:

4. The College should develop and implement a policy for changing its independent audit firm at least every five years, and the College should hire a new auditor for its 2004-05 fiscal year audit.

Response:

The College has terminated the firm Boceta, Macon, Workman & Associates CPA, which had been auditing the college fiscal status for more than 15 years. The College has contracted with a new firm, Vicenti, Lloyd, and Stutzman CPA, for a three-year period to perform the certified audit for 2003-04, 2004-05, and 2005-06. The audit for 2003-04 is delayed because of year-end close out issues. The audit is projected to be completed by April 30, 2005. The FY 2004-05 audit will begin on time in July 2005 and is scheduled to be completed December 1, 2005.

Evidence: Vicenti, Lloyd, and Stutzman CPA Qualifications and Board Action (attachment 8)

**5/1/05 – Update**

***The 2003-04 annual audit is on schedule or completion by April 30, 2005. The district has responded to all findings and recommendations with action plans to be implemented by June 30, 2005. The district Fiscal Service Staff is scheduled to attend ‘year-end closing’ training with the LACOE in preparation for the 2004-05 annual audit.***

***The board study session for the 2003-04 annual audit is scheduled for May 24, 2005 at 5:00 P.M.***

Recommendation:

5. The College should immediately establish policy and procedures for the initiation and administration of off-campus educational programs that ensure that decisions to offer such programs go through established governance processes, including curricular review, that they serve the interests and mission of the institution, and that they are offered in a manner that maintains the academic and fiscal integrity of the College.

## Response:

On January 14, 2005, the newly constituted administrative leadership team for Compton College convened a planning session to review all critical aspects of the college's administration. One of the central topics for discussion was the administration of off-campus programs including concurrent enrollment courses, outreach activities and the establishment of a much needed Noncredit/Adult Education. Dr. Tina Pitt, one of two newly hired, is responsible for outreach, and off-campus programs. Under her leadership, the college has re-established coordination of its off-campus program in conjunction with the Academic Senate and curriculum committee. The college is in the process of identifying new outreach satellite locations within the district service area. One location in Lynwood, Plaza de Mexico, is under negotiation for a long-term lease. It is anticipated that a satellite could be developed there as early as May 2005. The educational offerings for these locations will be approved by the Academic Senate prior to implementation.

Additionally, State Chancellor's Office staff visited the college and conducted a two-day consultation with pertinent faculty and staff, reviewed proposed curriculum, and fast-tracked the approval of noncredit courses to be offered in strategic locations throughout the college's service area. Dr. Tina Pitt, the second interim academic dean, who is a specialist in outreach and distance education, is responsible for Voc-Tech, noncredit, and adult education. She recently visited the State Chancellor's staff to conclude a review of noncredit adult education and other outreach proposals. Several new noncredit courses are pending approval.

Evidence: Curriculum submittal to State Chancellor's Office (attachment 9); Bios for Dr. Bailes and Dr. Pitt (attachment 36)

***5/1/05 – Update***

***The new Dean of Academic Affairs, has prepared a draft document to indicate the policies and procedures necessary for a successful, efficiently run off campus program. An Off Site Task Force has been established to prepare the plan for achieving a goal of 133 non-credit FTES for 2005/06 and 133 credit FTES. The Shared Governance process has been included in the plan and several non-credit courses have already been through the Curriculum Committee and Academic Senate as is the ordinary procedure for course development. The Off-Site Policies & Procedures will be presented to the Shared Governance committee in June.***

***The district is negotiating with several community sites to establish off-campus programs. This includes Romona Vocational School, Salvation Army, Golden Wings Academy, Plaza Mexico, and The Economic Redevelopment Corporation Inc. The district is to generate 133 noncredit FTES from these sites starting immediately.***

***Evidence: Draft Off-Site Policies and Procedures (attachment 37)***

## Recommendation:

6. The College should, following all the recommendations contained in the FCMAT report, establish and implement sound fiscal accountability, planning and reporting processes that ensure its fiscal stability and integrity.

Response:

All FCMAT recommendations regarding budget and finance to ensure sound fiscal stability will be implemented by June 30, 2005, (See attached responses to FCMAT report from college Human Resources, Campus Police, Facilities, and Budget Management departments.). The college has contacted FCMAT, and they are in the process of scheduling a follow-up visit prior to June 2005.

The college is projected to end the current year with a 2% general fund balance, compared to the 1/2% balance in 2002-03. The primary obstacle to achieving the 2% ending general fund balance will be the college falling short of reaching the FTES target. The 2005-06 general fund budget and subsequent budget years will include a 1% increase for each year, until the state requirement of 5% is achieved. The improved budget and cash planning and management will result in fiscal viability and stability. The college is operating within a balanced revenue and expenditure budget for the current year. The Budget Advisory Committee (BAC), which was established by and is chaired by the CBO, began the 2005-06 budget development planning in October 2004. The 2005-06 budgets will not be based on a structural deficit.

The college's CBO is an experienced leader with extensive fiscal knowledge needed to correct the numerous operational challenges and create improvement in fiscal planning, management, and internal controls to ensure fiscal stability. The Superintendent/President, Cabinet, and the Board of Trustees are receiving monthly financial statements, cash position statements, and inter-fund transfer statements. The campus community is now receiving monthly printed budget reports. Meetings are conducted with budget managers to review the status of budgets, revenue, and accounts receivables. Special attention is given to collecting monies owed to the college by various grant programs. Board agenda items now disclose budget information. Within two months, the campus community will have direct access to purchasing and budget information from their computer.

PeopleSoft Financial Management System (FMPS) will be fully implemented throughout the campus community by June 30, 2005. The FMPS will include purchasing, receiving, accounts payable, budget development and management, position control, and payroll. The FMPS is the technology needed to ensure effective support for sound fiscal management. Individuals will no longer be hired without a prior budget allocation to pay them.

Under the CBO's leadership, the college is already planning for fiscal year 2004-05 year-end closing. The campus has received email notices regarding purchasing cut-offs for unrestricted budgets at March 15 and categorical budgets at April 15. The Fiscal Services team has also begun the analysis of the Child Development, Capital Outlay, CC Measure Bond, Financial Aid, ASB, and Payroll Clearing funds to ensure timely year-end closing.

The CBO has directed the Human Resources consultant, the Director of the Personnel Commission, and the Director of Fiscal Services to develop hiring and vendor procedures to ensure that individuals are not hired as independent contractors who should be employees, that conflict of interest reporting forms are timely reported to the Fair Political Practices Commission, and that all college expenditures and hiring related to Board of Trustees' members are scrutinized. Board members no longer have district-paid vehicles, paid assistants, college police badges, or college credit cards.

Evidence: College Response to FCMAT Report (attachment 10)

*5/1/05 – Update*

***The district is now presenting to the Board of Trustees on a monthly basis reports indicating the financial condition of all district funds, the cash position of the general fund, a comparison of cash during the current year to cash in prior year, and the status of claims to the State Chancellor's Office for Capital Outlay and Scheduled Maintenance projects***

***Evidence: Financial Status Reports (attachment 38)***

### **Human Resources and Personnel Practices (Standard III A)**

Recommendation:

7. The College should review all job descriptions and revise them to ensure that they represent current skill sets needed to fulfill the duties and responsibilities assigned to each position.

Response:

With the guidance of a job classification and skill assessment consultant, the college has reviewed all of the administrator and manager positions and revised many of the job descriptions/functions. In some cases, positions were consolidated. The total savings from this review and subsequent action will be about \$300,000 annually. This study was completed in December 2004.

The Personnel Commission in cooperation with Human Resources is conducting a study of all other job descriptions and will identify implementation strategies by June 2005. This will be included as part of the position control review for the FY 2005-06 budget development process to ensure the college links its planning and budget processes.

Additionally, the college is in the process of developing a new *Handbook* for both classified and certificated staff that will be available by October 2005.

Evidence: Listing of Administrators/Managers (attachment 11); Position announcements and Duty statements (attachment 12); HR Hiring Notices (attachment 13)

*5/1/05 – Update*

***The Personnel Commission and Human Resources Offices are seeking a firm to conduct a reclassification study of positions. Implementation strategies are being identified and supervisors and managers have been asked to review the job descriptions of their staff. Positions are also being reviewed and clarified for position control implementation.***

***The development of the Compton Community College District Employee Handbook has begun.***

## Recommendation:

8. The College should develop criteria for selection and retention of personnel, review the qualifications of current employees and select carefully any new employees to ensure that they are qualified by education, training, and expertise to adequately support the college.

## Response:

The District's Personnel Commission recently changed its membership. Under this new representation the commission is working with the district personnel staff and has returned the responsibility to the district for many of the HR functions. The commission remains as the primary independent agency responsible for testing and development of qualified lists of classified personnel for the district to select new staff. The HR consultant is working with the District's Personnel Commission to review the qualifications, selection process, personnel hiring criteria, and retention policies of all classified staff. This review should be complete by June 2005, and new policies and procedure may result as deem appropriate. Recommendations will extend, where possible, to correcting illicit staffing activities of the past. The new policies will ensure fair and equitable hiring of all staff based on college needs.

In addition, on January 21, 2005, a management staff planning session was conducted designed to identify a number of priority concerns; one of the areas of focus centered on the need for intensive and systematic staff development and training. A series of priorities were identified resulting in the development of a three-pronged staff development program. (See response to recommendation 13.)

Evidence: Board Action (attachment 14)

*5/1/05 – Update*

***The Human Resources Acting Dean and Executive Director of the Personnel Commission are reviewing the qualifications for classified positions and have developed a matrix for selection and hiring of personnel. Together they are presenting hiring workshops to inform the staff of the correct process and procedures for hiring staff.***

## Recommendation:

9. The College should conduct personnel evaluations on a regular basis and demonstrate that it has used these to improve performance. Evaluations for all individuals who are responsible for student learning outcomes should have as a component of their evaluation effectiveness in producing those outcomes.

## Response:

All classified employees' annual evaluations will be completed by June 30, 2005. Human Resources staff is reviewing the current evaluation processes in conjunction with the President's Cabinet. The goal is to schedule and complete annual evaluations for administrators, managers, and directors by June 30, 2005. The Vice President for Academic and Student Learning will complete adjunct, contract non-tenure and tenure evaluation in accordance with the faculty contract. In addition, the Academic Senate and the CCCFE union will consult on new instruments for the evaluations that will address student learning outcomes. The timeline for the completion of the faculty evaluation tool has been set for Fall 2005.



Evidence: Evaluation Notification Letter to Administrators/Managers (attachment 15); HR notice to staff regarding evaluation (attachment 16); Shared Governance Agenda (attachment 17)

***5/1/05 – Update***

***Classified employees are currently being evaluated and evaluations are scheduled to be completed by June 30, 2005. Annual evaluations for administrators, managers and directors are scheduled to be completed by June 30, 2005 as well. The Vice President for Academic and Student Learning is completing adjunct and contract non-tenure evaluations in accordance with the faculty contract.***

***A new evaluation instrument to address student learning outcomes is being considered by the Academic Senate and the CCCFE Union. Once selected, it will go through the Shared Governance process to be finalized. The timeline for completion is Fall 2005.***

Recommendation:

10. The College should establish and implement a written code of ethics for all personnel, and establish, in policy, how violations of the code will be effectively addressed.

Response:

A new code of ethics will be developed and coordinated in concert with Shared Governance and the unions. Disciplinary articles in employee union group contracts will be reviewed with the stated goal of providing procedures and due process for violations of the code of ethics. The College Board Policies will be updated to include the new code of ethics for all employees and disciplinary procedures. The General Counsel has developed and conducted a training session on ethics at the Management Staff Planning Session held on January 21, 2005. Other training sessions are planned for the Board, and two retreats will be scheduled in March/April 2005. The retreat scheduled for March 4, 2005, was conducted by the president of the Community College League of California (CCLC) and focused on Board roles, ethics, and the role of the college president. The General Counsel is scheduled to make a presentation on ethics and annual training requirements for all Board members and those who are required to file annual Conflict of Interest forms with the Fair Political Practices Commission.

Evidence: Board Agenda (see attachment 18); Copy of Ms. Sylva's Presentation (attachment 19)

***5/1/05 – Update***

***A draft of a new Code of Ethics has been developed. It will be reviewed at the May 11, 2005 Shared Governance meeting.***

***Evidence: Draft Code of Ethics (attachment 39)***

## Recommendation:

11. The College should review its current personnel policies to determine whether they are equitable, adjust them as needed, and administer them in a fair and equitable manner.

## Response:

With the guidance of a job classification and skill assessment consultant, the HR consultant is assessing the College's personnel policies for equity and has already identified several problem areas and resolution strategies. This review should be completed by June 2005. (Also see response to Recommendation 8, 9, and 10)

*5/1/05 – Update*

***Problem areas: Knowledge of procedures/process for transfers, personnel requests and personnel status information documents and the submission of personnel documents, have been identified. The Personnel Commission and Human Resources Offices have addressed these problems by developing new forms and staff development opportunities for staff.***

***The personnel request and status information forms have been combined to streamline the process and a transfer request form has been developed. Employees or managers requesting a transfer must complete the form and get approval prior to a transfer. College supervisors and managers have been notified that notification must be received from Human Resources prior to the employment of an employee to adhere to personnel policies.***

***Workshops on hiring policies and procedures have begun and will be conducted throughout the campus for managers and supervisors. The Personnel Commission and Human Resource Offices are developing a checklist of the procedures for hiring from initiation to employment.***

***The review and implementation of the necessary forms are to be completed by June 2005.***

## Recommendation:

12. The College should address its confused and top-heavy administrative structure and develop appropriate titles and job descriptions that are based on institutional needs, not on personal qualifications, traits, or histories of incumbents.

## Response:

The revised organizational chart was the first step in addressing this concern. Four of the most important reforms include: (1) elimination of the deputy superintendent position (2) combination of academic affairs and student services under one administrator to ensure coordination in both areas and (3) the selection of a Chief Information Systems Officer charged with the development of an information system that is a comprehensive platform, which includes administration, academic, and student services requirements, and 4) the combination of instruction and student learning under a single Vice-President to ensure collaboration and integration of the entire educational program delivery process. (Also see responses to Recommendations 1, 2, 3, 7, 8, and 12)

**5/1/05 Update - Complete**

Recommendation:

13. The College should establish a program for staff and professional development to ensure that employees develop and retain skills necessary to support educational and institutional quality at the College.

Response:

The College will re-establish a staff development program with a focus on improving office automation skills, such as using Microsoft Word, Excel, E-Mail, and Internet Explorer. In addition, selective staff will be trained in the use of PeopleSoft purchasing, human resource management, and budget management. Student Services personnel are also being retrained in the use of Protocol software. An In-Service Campus Computer lab will be staffed to support the college's staff retention program as it relates to training.

The identification of critical staff development needs has been initiated through three particular vehicles: (1) Flex Calendar activities, the first of which resulted in a particular list of faculty needs related to transfer; (2) Information Technology training, including baseline skills for all staff; and (3) Activities to be undertaken as part of a systematic research agenda detailed in the work plan of the research director.

The new staff development plan is three-pronged, with the Chief Information Systems Officer, Academic & Student Learning Officer and Chief Business Officer designing programs that include technology use, people skills, office automation, content upgrades, budget management and personnel management.

Evidence: Training Schedule (attachment 20)

**5/1/05 – Update**

***A revised training schedule has been prepared and can be found on the college web page at [www.compton.edu/mastercalendar](http://www.compton.edu/mastercalendar)***

***Evidence: Revised Training Schedule (attachment 40); Flex Day Agendas (attachment 41)***

**Leadership and Governance (Standard IV, ER3)**

Recommendation:

14. The college should review and revise its entire governance process to ensure that appropriate and significant voice is provided to administrators and faculty on matters of academic significance, and that budgetary and other resource use decisions be made through a sound governance and decision making process.

Response:

A review of the shared governance process disclosed that there was no officially approved participatory governance process in place as required by AB 1725. Therefore, the Special Trustee facilitated the establishment of a formal process detailing roles and functions of each of the college's constituencies that resulted in a new governance charter. The *Compton College Shared Governance Charter* was approved by the Board of Trustees at the December 14, 2004 meeting. This official body and approved process is now functioning appropriately to ensure that all stakeholders have the ability to make recommendations on matters affecting the institution and its missions.

Evidence: Shared Governance Charter (attachment 7); Membership of the "Five Shared Governance Families" (attachment 21); Membership of Budget Advisory Committee and meeting minutes (attachment 22)

***5/1/05 Update – Complete***

***Shared Governance has formalized processes and procedures. It is now functioning effectively.***

***Evidence: Shared Governance Meeting Minutes (attachment 42)***

Recommendation:

15. The Board of Trustees should take immediate action to curtail their behavior pattern of working directly with college staff, vendors, and consultants and delegate to the President the full responsibility for administration and implementation of policy.

Response:

This issue is being addressed in several ways:

- (1) Development of internal staff procedures which provide staff with the appropriate means to respond to direct board requests by making the appropriate referral to pertinent senior staff for reply.
- (2) Targeted board training regarding role and function now scheduled for 3/4/05 to be conducted by the CCLC Executive Director
- (3) Establishment of clear procedures for the Board's Administrative Assistant to respond in a timely and appropriate manner to board's requests.
- (4) Revising the communication processes with the board to ensure that they are informed in a systematic and timely manner thus pre-empting inappropriate interaction with line staff; including the introduction of a "Friday Board Letter" to be prepared by the President designed to provide a brief update on critical issues and events on campus.

***5/1/05 Update***

***The American Association of Community College Trustees facilitated the following Board of Trustees workshops:***

***March 19, 2005***

***Presenters***

***Dr. Del Anderson and Dr. Ed Valeau***

***Topics Discussed***

***Board Professionalism, Role of the Board vs  
The Role of the CEO***

***April 28-29, 2005***

***Presenter***

***Dr. Narcisa Polonio***

***Topics Discussed***

***Presidential Search and Selection Process***

Recommendation:

16. The Board of Trustees should review and revise their Ethics Policy to make it an effective guide to Board behavior, and to include a new Conflict of Interest Statement, and a process for addressing behavior that violates its revised ethics policy.

Response:

On December 17, 2004, the General Counsel conducted a special training session on ethics, including specific regulatory and statutory language governing the conduct of elected officials and requirements of the Fair Political Practices Act. Additionally, as of June 3, 2003, the County Board of Supervisors approved the District's amended Conflict of Interest and Disclosure Code, completed by the Director of Fiscal Affairs. There will be annual training and follow-up for all board members and individuals regulated by the district's policy. These individuals will be required to submit forms to the Fair Political Practice Commission.

Evidence: Letter to FPPC and Board Agenda authorizing payment of penalty (attachment 23); Outline of Ethics presentation (attachment 19)

***5/1/05 Update***

***Dr. David Viar has agreed to develop a draft Ethics Policy which will be reviewed by the Board of Trustees not later than June 30, 2005.***

Recommendation:

17. The Board of Trustees should develop and immediately implement an ongoing training schedule that will provide the Board with the skills to adhere to a governance process that recognizes the roles of the Board, the college administration including the president, faculty and staff, and that enables them to recognize and carry out their fiduciary responsibilities to the Compton Community College District. The American Association of Community College Trustees, the ACCJC, and the Association of Governing Boards should be used to provide initial training to the trustees on the basic skills and principles of boardmanship.

Response:

As indicated above, board training and study sessions have begun. On October 26, 2004, a “study session was conducted” as part of the Board meeting designed to provide the Board with a factual and data-based context for their actions. The study session focused on the demographics of the college’s service area including educational, economic and social services needs of their constituents. In addition, the CBO is conducting ongoing information sessions on budget development and fiduciary responsibilities.

Evidence: Training Session Agendas and Board of Trustees Study Session (attachment 24)

*5/1/05 – Update*

*The Board of Trustees received training on the following dates:*

*12/10/04 – Ethics and Budget Process – Julia Sylva, General Counsel, Dr. Jim Williams, CBO*

*03/04/05 – The Role of the Board of Trustees – Dr. David Viar, Community College League of California*

*03/19/05 – Board Professionalism and the Role of the Board vs The Role of the CEO, Dr. Del Anderson, Dr. Ed Valeau, Association of Community College Trustees*

*4/1/05 – Instruction and the Bond Measure, Dr. Bonnie James, BRJ & Associates*

*4/28-29/05 – Presidential Search and Selection Process, Dr. Narcisa Polonio, Association of Community College Trustees*

*Future Board training will include:*

*May/June – Ethics*

*May 24, 2005 – Annual Audit, Bond Audit*

*July/August 2005 – Budget Development*

*Evidence: Training Session Agendas (attachment 43)*

Recommendation:

18. The Board should seek immediate training to enable it to understand basic financial documents such as the college budget, the external audit, and the chief financial policies and requirements of the California Community College system in order to facilitate the Board's assumption of its appropriate role of providing for the fiscal integrity and well being of the College.

Response:

The CBO has conducted basic training with the Board on fiscal policies and financial statements, including understanding the quarterly financial reports to the State Chancellor's Office, monthly general fund financial statements, and monthly cash position reports. A budget study session is planned for the board in July/August 2005 to present the 2005-06 final budget. In addition, a Board study session will be scheduled for the 2003-04 annual audit, which is due in April 2005.

Evidence: CBO Training Presentation (attachment 25)

*5/1/05 – Update*

***The board study session for the 2003-04 annual regular and bond audits is scheduled for May 24, 2005, at 5:00 P.M. There will also be board training during July/August for understanding the financial condition of the district and budget development. The board also received a presentation on April 26 regarding the financial condition of the district at the regular board meeting.***

Recommendation:

19. The governing board, administrators, faculty, and staff should demonstrate that they are working for the good of the institution and its students by developing and implementing sound governance policies and procedures that build on employee ethics statements, sound research and analysis of institutional and student needs, and that promote the educational mission of the college.

Response:

The college's responses and action plans, as indicated throughout this document, are evidence of a renewed commitment to improving sound governance, ethical practices, fiscal stability, and decision-making based upon student needs. In addition, the draft of a research agenda to support "information based decision-making" has been developed. One of the strategies implemented to support the development of positive and constructive behavior has been the undertaking of a new student success initiative which has engaged all aspects of the campus, the BOT and community partners. The initiative has been dubbed "The Regional Transfer Collaborative: A Rebirth of Academic Excellence." This single initiative has already proven to be a catalyst for change and a tool to move the college forward.

Additionally, the college has strengthened its commitment to development of an internal research capability that will drive data-based decision-making.

Evidence: Research Priorities (attachment 26); The Regional Transfer Collaborative (attachments 27); *College 2004-2005 Databook* (attachment 28)

***5/1/05 – Update***

***The research efforts of the college have included the development and distribution of a student survey to 2000 of the current students (on and off campus in English and Spanish), the hiring of an external community scanning company and hiring a surveyor of leavers and withdrawers. The results and analysis of the data from those surveys will be available in late May and June. That information will be utilized to address the needs of the students and to promote the mission of the college.***

***Concurrently, we have several activities that are designed to enhance the global citizenship of our students such as the Hiroshima Exhibit with guests from Japan and faculty presentations regarding the impact of the war and bombing with emphasis on human relations. Collaboration with Carver Elementary School's Gentleman Scholars, a program designed to increase the success of African American boys through the education system, began after request from the Chancellor of the California State University system for assistance in increasing the number of African American males transferring to the CSU as a part of the Working for California initiative. The Regional Transfer Collaborative is going forward, having hosted 100 participants at a Saturday open house for students and parents.***

***Evidence: Sample Student Survey (attachment 44); Flyer for Hiroshima Exhibit (attachment 45); Regional Transfer Collaborative Information (attachment 46); CSU working for California (attachment 47)***

Recommendation:

20. The Board should design and implement an annual evaluation of the Board and its performance that is holistic and includes meaningful input by board members, college leadership and members of the public. In consultation with the President, the Board should develop an annual plan for Board development that educates current and new Board members.

Response:

This is being addressed as part of the training conducted by CCLC and the Association of Community College Trustees (ACCT). The Board will develop and use a 360 degree evaluation instrument by June 2005. This first evaluation will serve as a benchmark to measure progress of the Board's implementation of training experiences, understanding of its role, and adherence to new policies. This will be monitored by the State Chancellor's office.

Evidence: Board Retreat Agenda 3/04/05 (attachment 24) Letter of Agreement with CCLC (attachment 29)

***5/1/05 – Update***

***The due date for the development of the Board Evaluation instrument has been adjusted to August 2005. The Board would like to work with the new Superintendent/President in developing this tool.***



Recommendation

21. The District should immediately review and revise its policies, organizational charts and executive contracts to create and implement a job description that gives to the President the responsibilities for all operations of the college.

Response:

All of these recommendations are in progress and will be completed prior to the selection of a new President/Superintendent in July 2005. In addition to the training by CCLC, an ACCT consultant will be providing training on the presidential selection process and separation of responsibilities. During the next six months, seven training sessions are scheduled that will provide Board training and infusion of best practices to correct improper college policies and long-standing patterns of illicit behavior.

Evidence: Position Announcement (attachment 30); Letter of agreement with ACCT (attachment 31)

*5/1/05 Update*

***Evidence: Presidential Search Committee Progress Reports (attachment 48)***

Recommendation:

22. A strengthened presidency should create an organizational structure that is planned and staffed to reflect the College's needs for expertise and leadership in administration, including human resources and financial management; in academic matters, including instructional, student support services and learning resources; and in physical facilities management, including physical plant construction and maintenance and technological equipment support and maintenance.

Response:

The new organizational structure includes the new CBO filled by Dr. Jim Williams. Dr. Williams will be assisted by the Dean of Human Resources, (currently filled by HR consultant, Dr. Irene Pinkard); Mr. Reuben James, Director of Fiscal Services; Mr. Howard Pratt, Associate Vice President of Maintenance and Operation; Mr. Michel Johnson, Chief of Police, and Mr. Roy Patterson, Acting Director of Procurement. Finally, Dr. Williams is developing a job description for the Director of Facilities Planning, Construction, and Contracts.

Instructional and student support matters are under the leadership of the Vice President of Academic & Student Learning (ASL), presently filled on an interim basis by Dr. Stanley Viltz. She is assisted by two Executive Deans: Mrs. Shirley Edwards, Academic Affairs and Ms. Irma Archuleta, Student Services. They will assist with the integration of the academic and student support programs to ensure student success, with three Academic Affairs Deans, Dr. Roberta West, Allied Health and Nursing; Dr. Tina Pitt, Math, Science & Technology; and Dr. Loretta Cannett-Bailes, Arts & Letters, working with two Student Life Deans, Mr. Robert Butler, Student Life and Mr. Dexter Vaughn, EOP&S/CARE.

Evidence: Business Office Organization Chart (attachment 32); ASL Organization Chart (attachment 33); Information Systems Organization Chart (attachment 34); President/Superintendent's Office Organization Chart (attachment 35)

***5/1/05 – Update***  
***(see attachment 48)***

#### Recommendation

That the newly trained Board should reaffirm its delegation of administrative responsibility to the College President, and complete annual evaluations of the College President according to policy.

#### Response:

Corrective action is in progress (See responses to Recommendations 15, 21, and 22.). With the aid of ACCT, the college plans to complete the selection process for a new President/Superintendent by June 2005. The Board will receive extensive training regarding the differentiation of roles between them and the presidency to preclude future micro-management by the Board. The State Chancellor's Office will continue to monitor the actions of the Board for at least five years after the Special Trustee has left to ensure delegation of authority and separation of duties are sustained.

## Listing of Attachments

1. Contract approval for Dr. James Williams, Board Action, dated
2. Reorganization of District, Board Action, dated
3. Organizational Chart
4. FY 2004-05 Comparison of Month-end Cash Flow
5. Forms 311A (FY 2003-04), 311Q (FY 2004-05)
6. Shared Governance Charter approval, Board Action, dated
7. Shared Governance Charter and Minutes
8. Auditor Qualifications and contract approval, Board Action, dated
9. Curriculum submittal for Non-credit courses
10. College response to FCMAT report
11. Listing of college administrators and managers
12. Position announcements and duty statements
13. HR Hiring Notices
14. HR functions reverted from Personnel Commission, Board Action, dated
15. Evaluation Notification Letter to administrators/managers
16. HR notice to staff regarding evaluation
17. Shared Governance Agenda, dated
18. Board Agenda for retreat
19. Ms. Sylva's Ethics presentation
20. Staff development and training schedule
21. Shared Governance Membership
22. Membership of Budget Advisory Committee and meeting minutes
23. Letter to Fair Political Practices Commission and Board Action, dated
24. Training Session Agendas and Board of Trustees Study Session
25. CBO Training Presentation
26. College Research Priorities
27. Board Retreat Agenda for March 4, 2004
28. *College 2004-05 Databook*
29. Letter of agreement with CCLC
30. Presidential selection announcement
31. Letter of Agreement with ACCT
32. CBO organization chart
33. ASL organization chart
34. IS/MIS organization chart
35. President/Superintendent organization chart
36. Bios of key administrators

Listing of Attachments (continued)

**5/1/05 – Update**

- 37. *Draft Off – Site Policies and Procedures***
- 38. *Financial Status Reports***
- 39. *Draft Code of Ethics***
- 40. *Staff Development Training Schedule Update***
- 41. *Flex Day Agendas***
- 42. *Shared Governance Minutes***  
<http://www.compton.edu/sgc/index.html>
- 43. *Board Training Session Agendas***
- 44. *Sample Student Survey***
- 45. *Flyer for Hiroshima Exhibit***
- 46. *Regional Transfer Collaborative Information***
- 47. *CSU Working for California***
- 48. *Presidential Search Progress Reports***