

**PERIODIC REVIEW REPORT**

October 2020 – April 2021

DELIVERED TO ASCCC  
EXECUTIVE COMMITTEE ON

Apr 26, 2021

## **Acknowledgment**

*The Periodic Review Committee would like to express our sincere gratitude to Virginia May, Vice President, ASCCC, and April Lonero, Executive Assistant ASCCC, for their invaluable guidance and support throughout the review process. Without their insights and suggestions, this process would not have been possible.*

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## **Introduction**

In Spring 2013, the Academic Senate members for California Community Colleges (ASCCC) determined that the ASCCC should be periodically reviewed to ensure the public good and accountability. The purpose of the review was to provide internal and external stakeholders assurances of the ASCCC's quality and commitment to the standards it sets for itself, to assist in improving the effectiveness of its programs and operations to meet its stated goals, and to improve its policies and procedures. The Periodic Review Committee (PRC) was created with the mandate to conduct the review of the ASCCC. It was decided that the PRC members would be selected randomly from a list of faculties who had participated in ASCCC events. ASCCC presented the PRC with seven areas to be reviewed: Mission, Governance, Responsible Fiscal Stewardship, Professional Integrity, Openness and Disclosures, Inclusivity and Diversity, Grants, Programs, and Planning. On Oct 25, 2016, the PRC met for the first time, where the scope of work and expectations were outlined. The final report was submitted to the Executive Committee on Apr 26, 2021, and was presented using the following format:

### **a) General Observations**

This area includes comments about the overall ASCCC Periodic Review Criteria.

### **b) Findings and Evidence**

This area includes the findings and source documentation used as the basis for evaluating how well the ASCCC meets the Periodic Review Criteria.

### **c) Conclusions, Commendations, Recommendations**

This area refers to the conclusions about the quality of the ASCCC in each category. Conclusions are supported by findings in the section above. Commendations reflect those findings where the ASCCC has exceeded expectations, and recommendations identify areas requiring review or modification.

The 2020-21 PRC met for the first time in October 2020. At that time, Ric Epps was elected to chair the committee. The committee discussed the previous 2016 report, reviewing the approach to the analysis of the data and presentation of the findings. Subsequently, the committee was divided into subgroups based on the seven areas of review, timelines were established, and the scope of work was defined. Throughout the review process, the committee worked with the ASCCC administration, meeting several times over the next several months to discuss the area findings. Additionally, the PRC held a breakout session at the Fall 2020 Plenary explaining the committee's work and had an open discussion with the delegates for additional input in defining the scope of inquiry. The 2020-21 PRC report accurately reflects the findings in each area of review, and it is intended to be the template for future, more comprehensive review processes.

## **The 2020-21 PRC members**

Ric Epps (Chair)  
Imperial Valley College

Shelley Eckvahl  
Chaffey College

Rhonda Farley  
Cosumnes River College

Lourdes Brent  
LA Trade-Tech College

Christie Howell  
Bakersfield College

Judy Marasco  
Santa Monica College

Scott Lukas  
Lake Tahoe College

Yvonne Reed  
Victor Valley College

Ryan Sullivan  
Mt San Jacinto College

Nikki Visveshwara  
Fresno City College

## **Area of Emphasis: Mission**

The Academic Senate for California Community Colleges (ASCCC) fosters the effective participation by community college faculty in all statewide and local academic and professional matters; develops, promotes, and acts upon policies responding to statewide concerns; and serves as the official voice of the faculty of California Community Colleges in academic and professional matters. The Academic Senate strengthens and supports the local senates of all California community colleges.

The Academic Senate has a clearly stated mission and purpose approved by the delegates. All its programs support that mission, and all who work for or on behalf of the Senate appear to understand and act in accord with that mission and purpose. The mission is responsive to the constituency and communities served by the Academic Senate and of value to the higher education community at large.

### **General Observations**

The Academic Senate has a clearly stated mission approved by the delegates at the Fall 2020 plenary.

#### *Mission*

As the official voice of California community college faculty in academic and professional matters, the Academic Senate for California Community Colleges (ASCCC) is committed to equity, student learning, and student success. The Academic Senate for California Community Colleges acts to:

- Empower faculty to engage in local and statewide dialog and continue improving teaching, learning, and faculty participation in governance.
- Lead and advocate proactively for the development of policies, processes, and practices
- Include diverse faculty, perspectives, and experiences that represent our student populations.
- Develop faculty as local and statewide leaders through personal and professional development.
- Engage faculty and system partners through collegial consultation.

The mission is enhanced by the inclusion of the vision statement, which was approved by the delegates at the Fall 2020 Plenary.

#### *Vision*

Faculty are leading change, serving students, and embracing inclusion.

The addition of a values statement approved by the delegates at the Fall 2020 Plenary reinforces the mission statement, educates the faculty on its role in academic and professional matters, and supports the work of the local senates.

## *Values*

### Leadership

The Academic Senate champions and models the effective leadership role of faculty at their colleges and the state level, promotes the inclusion of leaders from various backgrounds and experiences to represent all faculty, and fosters faculty participation in governance to effect change and promote student success. The Academic Senate facilitates and supports the development of faculty leaders. The Academic Senate is respectful and reflective in its work and relationships and expects accountability from its leaders. In all its activities, the Academic Senate adheres to the highest professional ethics and standards.

### Empowerment

The Academic Senate empowers faculty from diverse backgrounds and experiences to promote inclusiveness and equity through its publications, resources, activities, policies, and presentations. The Academic Senate collaborates with other statewide organizations and with administrators, trustees, students, classified professionals, and others to develop and maintain effective relationships. The Academic Senate believes that collaboration with others and faculty engagement improve professional decisions made locally and at the state level.

### Voice

The Academic Senate asserts faculty importance in academic and professional matters as established in statute and regulation and incorporates diverse perspectives as a means of reaching reasoned and beneficial results. The Academic Senate is the official voice of the California community college faculty in statewide consultation and decision making regarding academic and professional matters and, through leadership and empowerment, endeavors to make each local Senate the voice of the faculty in college and district consultation and decision making. The Academic Senate values thoughtful discourse and deliberation and centers its work on student success.

All of its programs support the mission. A review of the executive committee agendas and minutes demonstrates that all who work for or on behalf of the Senate appear to understand and act according to that mission and purpose. The revised mission is responsive to the constituency and communities served by the Academic Senate and of value to the higher education community at large.

## **Findings and Evidence**

The mission, vision, and values statements appear on the ASCCC webpage in a drop-down menu under the heading "About Us." The location of this information is not evident to someone unfamiliar with the Website. However, they can be located through the search feature. The ASCCC seeks input from member senates and faculty across the State through numerous surveys. However, the PRC could not identify surveys or questions specific to the mission, vision, and values and how effectively the ASCCC and the Executive Committee are fulfilling the current mission, vision, and values

A review of ASCCC publications, including the local senate handbook, offers the history of the State Academic Senate and valuable resources. However, little mention is made of the mission, vision, and values of the ASCCC, which are usually highlighted in organizations.

While the ASCCC has a clear mission, vision, and values, the PRC could not identify a plan to accomplish this mission and vision. For example, the 2018-2023 ASCCC Strategic Plan does not explicitly state the mission vision and values or establish a clear connection between them and the Strategic Plan.

## **Conclusions**

The ASCCC has a clear mission, vision, and values statements. The mission, vision, and values statements were developed through Plenary resolutions. The mission, vision and values statements appear in ASCCC publications. The ASCCC does implement its mission—Leadership, Empowerment, and Voice—through its institutes and other events and publications.

## **Commendations**

1. The committee commends the ASCCC for the new mission, vision, and values statements approved by the delegates at the Fall 2020 Plenary.
2. We commend the ASCCC for publicizing the mission, vision, and values statements and note that they are visible on the Website.
3. We further commend the ASCCC Executive Committee for being proactive in its self-evaluations, primarily related to its review of its mission, vision, and values by including the mission and values in its 2020-21 ASCCC Executive Committee Internal Evaluation.

## **Recommendations**

1. The committee recommends that the ASCCC consider establishing a transparent process and timeline for regular review and/or revision of the mission, vision, and values statements.
2. The committee recommends that the mission, vision, and values statements be featured more prominently on the web, other locations, and publications such as the *Rostrum*.
3. The committee also recommends that the ASCCC seek input from the local senates specific to the mission, vision, and values. It does so through surveys and other regularly scheduled evaluations.
4. The committee further recommends that the connection between the ASCCC Strategic Plan and the mission, vision, and values be clarified.



## **Resources**

Mission Statement of the Academic Senate, Resolution 1.03, Spring 2005 Plenary  
<https://www.asccc.org/resolutions/mission-statement-academic-senate>

Re-evaluation of ASCCC Mission Statement, 2019 Spring Plenary  
<https://www.asccc.org/content/re-evaluation-asccc-mission-statement>

Adopt Updated ASCCC Vision, Mission, and Values Statements, Resolution 1.01, Fall 2020  
Plenary  
<https://www.asccc.org/resolutions/adopt-updated-asccc-vision-mission-and-values-statements>

## **Area of Emphasis: Governance**

The Academic Senate has an active governing body in its Executive Committee that is responsible for setting the strategic direction of the Academic Senate in alignment with the mission of the Academic Senate and oversight of the finances, operations, and policies. The Academic Senate is directed by resolutions as adopted by the members.

### **General Observations**

There are numerous processes to provide available information and support to local senate presidents and faculty throughout the State. The Executive Committee meets regularly, reports openly, and its actions are guided by a Strategic Plan. Executive Committee minutes are thorough and posted online. The governance structure appears to operate well; however, there does seem to be some discontent amongst the Executive Committee regarding inclusivity and how decisions are made.

Processes for governance and the role of the executive committee are transparent, open, and thoroughly outlined; however, it is sometimes challenging to find updates and check the status of items as they go through the governance process.

### **Findings and Evidence**

The previous PRC report points to a resolution from 2014 that was not updated once work was done. In researching this item, we still find the status as "in progress." While resolutions are posted on the Website, the updates are often outdated and incomplete. Many updates do exist in minutes from the Executive Committee but due to the number and length of these minutes, finding updates on specific items is prohibitively difficult.

The Strategic Plan, adopted for 2018-2023, is available on the ASCCC website, with a straightforward and well-thought-through design. However, there are columns for "Resources" and "Due Dates" as well as "Status/Notes," but these columns are blank and have not been updated in the first three years of the cycle. According to a 2020-2021 ASCCC Executive Committee survey, some committee members see the need to integrate better and prioritize the Strategic Plan.

According to a 2020-2021 ASCCC Executive Committee survey, there is consensus that the committee members feel knowledgeable and informed of the process. There is, however, some variance on items pertaining to committee members feeling that they have input in providing recommendations, as well as the extent to which the work of subgroups is utilized. Additionally, some comments reference the feeling that there is a feeling amongst committee members that there is a need to continue working to diversify the executive committee and be the impression of a "good old boys' network."

### **Conclusions**

The Executive Committee is well organized and structured. Some updates need to be made to some of the documents, and it seems there needs to be some team building to help make

everyone feel they are an essential part of the committee.

### **Commendations**

1. The Committee finds that Executive Committee minutes are thorough and posted online. The structure of governance appears to be operating well, and the processes for governance and the role of the executive committee are transparent, open, and thoroughly outlined.

### **Recommendations**

1. The committee recommends that the Executive Committee develop a system with more accountability to update items regularly and implement a ticket-like system that will help report status updates on resolutions and that the Strategic Plan document be updated with statuses and due dates as such items become available, or at least on a quarterly cycle.
2. The committee also recommends that the Executive Committee works on recruitment, team building, and inclusive practices to combat any perception of the committee being non-inclusive.

### **Resources**

Executive Committee Meetings and Agenda  
[https://www.asccc.org/executive\\_committee/meetings](https://www.asccc.org/executive_committee/meetings)

The Strategic Plan  
<https://www.asccc.org/asccc-strategic-plan>

## **Area of Emphasis: Responsible Fiscal Stewardship**

The Academic Senate for California Community Colleges (ASCCC) and its associated programs, projects, and committees manage their funds responsibly and prudently. The organization spends a reasonable percentage of its annual budget directly on programs to pursue its mission and does not accumulate excess operating funds. An adequate level of administrative expense is allocated to ensure effective accounting systems, internal controls, competent staff, and other expenditures critical to professional management. The Academic Senate ensures that all spending practices and policies are fair, reasonable, and appropriate to fulfill the mission of the Academic Senate, including not only the organization's primary funds but also resources obtained through grants. All staff are compensated reasonably and appropriately. The Academic Senate's status as a 501(c) 6 nonprofit correctly supports the organization's mission.

### **General Observations**

Information for this review was gathered through the ASCCC website, the PRC committee LiveBinder, and other correspondences with the ASCCC Executive Committee. The Executive Committee is actively involved in overseeing finances, operations, and policies and uses the adopted Strategic Plan to guide the decisions with regards to the budget. The ASCCC demonstrates the commitment to Responsible Fiscal Stewardship through updated policies, budgets, and the annual audits available through the Website. The ASCCC exhibits flexibility and responsiveness to continually changing external factors that affect the finances of the organization.

The PRC recognizes that many full-time and part-time faculty are facing financial hardships and challenges across the State. We also believe that being fiscally prudent during these and other economic challenges is fundamentally essential. The PRC feels that the burden of zoom conferences, meetings, plenary sessions, and leadership retreats should be reevaluated by the Executive Committee. Fiduciary accountability in budgeting appropriately for these challenging times is of the utmost importance. Even with the commendable efforts of scholarships and professional development funding, these do not account for the nuance of hardship that faculty have increasingly endured.

### **Findings and Evidence**

The ASCCC has updated its Accounting Policies (in 2019) and Expense Policies (in 2020) since the last Periodic Review. The policies are clear and unambiguous. A new accounting firm was selected in 2019 through the RFP (request for proposal) process. The ASCCC consolidated financial statements (2019 and 2020 Consolidated Statement of Financial Position) were audited by Propp Christensen Caniglia LLP, a CPA and consulting firm. The audit findings stated in their report: "In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Academic Senate for California Community Colleges and the Foundation of the Academic Senate for California Community Colleges as of Jun 30, 2020, and 2019, and the changes in its consolidated net assets and its consolidated cash flows for the years then ended in accordance with accounting principles

generally accepted in the United States of America." The organization's consolidated financial statements have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

The ASCCC Executive Committee response to the previous Periodic Review Committee review regarding fiscal responsibility is as follows: "The ASCCC Executive Committee serves as the Board of Directors for the ASCCC, a nonprofit organization. Such Boards must ensure fiscal responsibility. The ASCCC Board (Executive Committee) is annually trained on this responsibility and takes it very seriously. The ASCCC has a Director of Finance who reports to the Executive Director and works closely with the Executive Director, ASCCC President, and ASCCC Treasurer regarding financial matters. The ASCCC Treasurer reviews incoming and outgoing funds. The ASCCC undergoes an audit each year by an independent auditing firm, selected by the Executive Committee. The annual audit results are discussed at Executive Committee meetings and presented annually at the ASCCC Fall Plenary Session. The Executive Committee has the responsibility to approve the budget each year as well as to approve revisions to the budget mid-year; proposed budgets are reviewed and recommended by the ASCCC Budget Committee, consisting of all of the ASCCC officers, including the Executive Director." The ASCCC incorporated a section on Fiscal Responsibility in response to the recommendation made by the previous PRC.

The Executive Committee of the ASCCC adopted the Strategic Implementation Plan 2018-2023 at the 2018 Spring Plenary. The Executive Committee continues to contribute and build upon the previous plan while including the new challenges and opportunities in the present such as Guided Pathways and Strong Workforce. The budget reflects the support of programs like IEPI, OER, GP (Institutional Effectiveness Partnership Initiative, Open Education Resources, Guided Pathways) outlined in the Strategic Plan.

General and administration expenses for the year ending 2019 were 31%, and general and administrative expenses for the year ending 2020 were 28%. External audits determined such expenses to be appropriate for an organization such as the ASCCC, a 501(c)(6). A compensation of wages comparison was conducted in 2020. The staff's wages listed fall within the range comparisons although some salaries fall higher or lower than the average.

## **Conclusions**

The ASCCC demonstrates fiscal stewardship through the recently updated policies, the annual audit, the current and projected budgets. The Executive Committee, alongside the Budget and Operational committee, recognizes and adapts to budget challenges due to outside factors like the current pandemic while still prioritizing and maintaining existing programs and services. The budget and expenses are routinely reported out to the organization. The ASCCC files its U.S. Treasury Internal Revenue Service form 990 as scheduled and on time. The ASCCC has sufficient reserves to continue to operate on those reserves for six months.

The Budget and Finance Committee is responsible for making recommendations to the Executive Committee for the annual budget for each subsequent year and making recommendations on fiscal policies and procedures. This committee is also responsible for

reviewing budget performance and revision of the budget, if necessary. The Treasurer shall report periodically to the committee. The committee shall approve the Senate Investment Policy and shall approve investments. However, while the Executive Committee (and many other committees) had agendas, minutes, and other documentation readily available on the Website, the Budget and Finance Operation Committee have very few documents available, and the available records are dated.

## **Commendations**

1. Committee commends the ASCCC because, despite the financial challenges related to a continuously changing educational landscape and current pandemic, the State Academic Senate managed revenue to sustain and support the organization and its constituents.
2. The ASCCC also responded quickly to the challenges of social distancing and its impact on its processes and programs. As an example, a contingency budget was prepared to address COVID-19 challenges for 2020-2021.
3. The PRC commends the ASCCC for addressing the recommendations of the previous PRC and allotting more time for this review cycle, as well as adding a section of fiscal responsibility to the internal review survey.
4. The Committee also commends the ASCCC to institute a web-based financial dashboard for the members of the Executive Committee members to provide more clarity to the ASCC finances.
5. The Committee commends the ASCCC Executive Committee for their excellence in balancing the fiscal challenges and resources to support the faculty of the California Community Colleges.

## **Recommendations**

1. The committee recommends that budget documents be more readily accessible through the ASCCC website. For example, one comment from the internal survey was the need for more transparency regarding the budget, related explicitly to budget line items.
2. The Committee recommends that the ASCCC create an improved presence on its Website so that others may find this information with ease.
  1. The committee also recommends that the ASCCC continue actions recommended by the previous PRC and complete a comprehensive self-evaluation report before developing a review committee. This action will improve cross-referencing data to goals, objectives, and plans.

## Resources

ASCCC Strategic Plan

[https://www.asccc.org/sites/default/files/ASCCC\\_Strategic\\_Plan\\_2018-2023\\_final.pdf](https://www.asccc.org/sites/default/files/ASCCC_Strategic_Plan_2018-2023_final.pdf)

ASCCC Annual Report 2018

<https://www.asccc.org/sites/default/files/annual%20report2018%20v3%20%281%29.pdf>

Code of Ethics

<https://asccc.org/policies/codeofethics>

Executive Committee LiveBinder

<https://www.livebinders.com/b/2557634>

Expenses Policy 2021

[https://asccc.org/sites/default/files/2021%20ASCCC\\_Expense\\_Reimbursement\\_Policy\\_mlr\\_ahh.pdf](https://asccc.org/sites/default/files/2021%20ASCCC_Expense_Reimbursement_Policy_mlr_ahh.pdf)

Reimbursement Form 2021

[https://asccc.org/sites/default/files/2021\\_ASCCC\\_Reimbursement\\_Fillable\\_mlr\\_ahh.pdf](https://asccc.org/sites/default/files/2021_ASCCC_Reimbursement_Fillable_mlr_ahh.pdf)

Accounting Policies 2019

[https://drive.google.com/file/d/1rjqrOMXwnKbv\\_T4ZqXeQVzYbYjG8ptXC/view](https://drive.google.com/file/d/1rjqrOMXwnKbv_T4ZqXeQVzYbYjG8ptXC/view)

Statement of Budget FY 20-21

<https://drive.google.com/file/d/1-vCyD2xsj10uKqYfT1ZL8WjVbA5qVQQr/view>

ASCCC 2019-20 Budget presentation:

[https://www.asccc.org/sites/default/files/Download%20Agenda\\_26.pdf](https://www.asccc.org/sites/default/files/Download%20Agenda_26.pdf) – page 117

Executive Committee Meeting May 8, 2020, Agenda Item Tentative 20-12 Budget

[https://www.asccc.org/sites/default/files/Download%20Agenda\\_42.pdf](https://www.asccc.org/sites/default/files/Download%20Agenda_42.pdf)- pg 119 and

<https://www.asccc.org/sites/default/files/IV.%20J.%20%281%29%20For%20Distrubution%20-%20Stmt%20of%20Activities-%20BUDGET%20ONLY%20V2%20km.pdf>

Executive Committee Meeting ASCCC 2020-21 Budget

presentation [https://asccc.org/sites/default/files/Download%20Agenda\\_R.pdf](https://asccc.org/sites/default/files/Download%20Agenda_R.pdf) – page 108

And <https://asccc.org/content/executive-committee-meeting-virtual-meeting-2020-08-13-170000-2020-08-15-000000>

Executive Committee Meeting Jul 19, 2019 Minutes:

<https://www.asccc.org/sites/default/files/Final%20July%209%2C%202019%20Executive%20Committee%20Minutes.pdf> – page 2 web-based financial dashboard

Executive Committee Meeting Aug 10, 2019, Revised Budget:

[https://www.asccc.org/sites/default/files/IV.%20E.%20Revised%2019-20%20ASCCC%20Budget\\_0.pdf](https://www.asccc.org/sites/default/files/IV.%20E.%20Revised%2019-20%20ASCCC%20Budget_0.pdf)

Executive Committee Meeting Nov 4, 2020 Audit for periods ending 19-20  
[https://www.asccc.org/sites/default/files/Download%20Agenda\\_47.pdf](https://www.asccc.org/sites/default/files/Download%20Agenda_47.pdf) pg 77 and  
<https://www.asccc.org/sites/default/files/2020%20ASCCC%20FS%20%282%29.pdf>

Executive Committee Meeting November 6 2019 Audit results for 18-19  
[https://www.asccc.org/sites/default/files/Download%20Agenda\\_34.pdf](https://www.asccc.org/sites/default/files/Download%20Agenda_34.pdf) – page 89 and  
<https://www.asccc.org/sites/default/files/V.%20D.%20i.%20%281%29%20The%20Academic%20Senate%20for%20California%20Community%20Colleges%20-%20FINAL%2006.30.2019.pdf>

Executive Committee Meeting January 10, 11, 2020 Budget Performance  
[https://www.asccc.org/sites/default/files/Download%20Agenda\\_38.pdf](https://www.asccc.org/sites/default/files/Download%20Agenda_38.pdf) – pg 79 and  
<https://www.asccc.org/sites/default/files/IV.%20G.%20%281-2%29%20ASCCC%20Budget%20Performance.pdf>

Executive Committee Meeting May 10, 2019, Proposed budget 19-20  
[https://www.asccc.org/sites/default/files/Download%20Agenda\\_26.pdf](https://www.asccc.org/sites/default/files/Download%20Agenda_26.pdf) pg 117

Executive Committee Meeting May 10, 2019, Statement of Activities By Grant -  
<https://www.asccc.org/sites/default/files/IV.%20E.%20%282%29%20A-Stmt%20of%20Activities%20w%20BUDGET%20by%20Grant%205-8-19%20summary.pdf>

Copy of Compensation Comparison 12-14-20 Excel document – emailed

ASCCC Org Chart 2019 pdf – emailed



## **Area of Emphasis: Professional Integrity**

The Academic Senate promotes an environment that values respect, fairness, and integrity. All staff, Executive Committee members, and volunteers of the organization act with honesty, integrity, and openness in all their dealings as representatives of the Academic Senate. Executive Committee members adhere to the Code of Ethics for Executive Committee members and comply with the Academic Senate's Conflict of Interest Policy.

### **General Observations**

The Academic Senate or California Community Colleges provides many resources that address the Professional Integrity area of emphasis as defined by the Academic Senate for the Periodic Review Committee.

### **Findings and Evidence**

#### *Employee Handbook*

The Employee Handbook was last revised on Jan 10, 2020. The book is 52 pages and covers employment practices, working hours, office policies, benefits of employment and termination. The handbook appears to cover all policies that are generally covered in employee handbooks. A link to the Employee Handbook could not be found on the ASCCC website, however, a Google search provided the following results.

#### *Executive Committee Policies*

The Academic Senate Executive Committee has 17 different policies listed under a policies Tab on the Website for quick reference. For the previous review, the Academic Senate provided the Periodic Review Committee with 7 areas that they would like to be reviewed.

#### **20.01 Code of Ethics** (approved March 2021)

The Code of Ethics is very thorough. The opening description sets the tone of the document and this professionalism continues throughout the document.

The Academic Senate for California Community Colleges (ASCCC) code of ethics identifies a set of values that includes commitment to the public good, accountability to the public, and commitment beyond the minimum requirements of the law. It also outlines broad ethical principles in the following eight areas: personal and professional integrity, mission, governance, legal compliance, responsible stewardship, openness and disclosure, program evaluation and improvement, and inclusiveness and diversity.

The entire document shows a commitment by the Executive Committee to follow high standards and set a good example of best practices.

#### **20.02 Whistleblower** (approved Aug 13, 2010)

The page containing this information appears to be out of date. There is an updated version of this policy in the Employee Handbook. It is very clear as to the procedures, what to expect, and how to report. We recommend that this page be updated. The policy in the handbook should be

the same as what is on the Website. The approved date should be updated as to when it was most recently updated and approved.

**20.03 Harassment** (approved Aug 13, 2010)

The page containing this information appears to be out of date. There is an updated version of this policy in the Employee Handbook. It is very clear as to the procedures, what to expect, and how to report. We recommend that this page be updated. The last Periodic Review Committee recommended contact information be provided for the Sacramento Department of Fair Employment and Housing be updated. This has not been done yet. We recommend that this be updated and added to the Employee Handbook. The policy in the handbook should be the same as what is on the Website. The approved date should be updated as to when it was most recently updated and approved.

**20.04 Drug-Free Environment** (approved Aug 13, 2010)

The page containing this information appears to be out of date. There is an updated version of this policy in the Employee Handbook. It is very clear as to the procedures, the reasons and what to expect. We recommend that this page be updated. The policy in the handbook should be the same as what is on the Website. The approved date should be updated as to when it was most recently updated and approved.

**30.01 Conflict of Interest:** In March 2021, the Academic Senate approved the following policy: "The Academic Senate for California Community Colleges (ASCCC), its officers, executive director, Executive Committee members, and staff shall avoid any conflict between their own respective personal, professional, or business interests and the interests of the ASCCC in any and all actions taken by them on behalf of the ASCCC in their respective capacities. For this purpose, the term 'interest' means any financial, fiduciary, or other interest which conflicts with the service of the individual because it (1) could significantly impair the individual's objectivity or (2) could create an unfair advantage for any person or organization. When representing the ASCCC, Executive Committee members will refrain from unduly advocating on behalf of their own colleges or districts, whether the situations involved are concerned with local, regional, or statewide issues. If any officer, director, or committee member of the ASCCC shall have any direct or indirect interest in or relationship with any individual or organization that proposes to enter into any transaction with the ASCCC, that person shall inform the Executive Committee of such interest or relationship in a manner that shall include the name of the individual, the name of the institutional interest, and the nature of the relationship the person has with each interest. The person shall thereafter refrain from discussing or voting on the particular transaction in which the person has an interest or otherwise attempting to exert any influence on the ASCCC to affect a decision to participate or not participate in the transaction. Situations involving this responsibility include but are not limited to transactions involving the following:

1. the sale, purchase, lease, or rental of any property or other asset
2. employment or rendition of services, personal or otherwise
3. the award of any grant, contract, or subcontract
4. the investment or deposit of any funds of the ASCCC

All Executive Committee members are expected to maintain the highest standards of conduct and ethical behavior and to adhere to the Executive Committee Code of Ethics. The ASCCC President and the Executive Committee will be prepared to investigate the factual basis behind any charge or complaint of conduct that is not in keeping with the Executive Committee Code of Ethics. Violations of the Executive Committee's Code of Ethics policy will be addressed by the ASCCC President, who will first discuss the violation with the Executive Committee member to reach a resolution. If a resolution is not achieved and further action is deemed necessary, the president may appoint an ad hoc committee to examine the matter and recommend a further course of action to the Executive Committee. In situations where the violation concerns the ASCCC President or ASCCC Vice President, the responsibility for investigation and resolution will pass to the highest-ranking officer of the ASCCC not considered part of the complaint."

**10.03 Honoring Local Policies:** This policy consists of a short directive: "Executive Committee members must comply with home college/district processes for travel and off-campus attendance at activities."

**30.02 Receiving Honoraria:** The policy states that "because Academic Senate duties are part of the duties compensated by reassigned time, Executive Committee members should not accept honoraria for activities related to the Academic Senate. If compensation is offered to an Executive Committee member who is serving in the role of an Academic Senate representative, such honoraria should be signed over to the Academic Senate to support its work."

In the previous report it was suggested that an addendum be created that explicitly presents examples of "What constitutes an honorarium versus signing over compensation, and how the process should be managed." However, there is no evidence that such examples have been added to the policy.

#### **20.05 Removal of a Member of the Board of Directors (Adopted Apr 8, 2015)**

The Academic Senate for California Community Colleges is resolute in its intolerance of unethical or unprofessional conduct committed by members of its Board of Directors. "Members of the Executive Committee (Board of Directors) of the Academic Senate for California Community Colleges are expected to act ethically and professionally during their time serving on the Executive Committee. Members of the Executive Committee of the Academic Senate are expected to act in accordance with all laws and the bylaws, rules, and policies of the Academic Senate and to fulfill all duties of their office. Any accusation against a member of the Executive Committee is a serious matter that will be addressed by the Academic Senate President. This policy applies if the accusation involves transgressions against any laws or bylaws, rules, and policies of the Academic Senate or a failure to fulfill the duties of a member of the Executive Committee." A thorough process exists to examine any accusations aimed at members of the Board of Directors and investigate if necessary.

The 2016-2017 Periodic Review Committee expressed concern that "the policy regarding removal of a board member, adopted in 2015, may need to be further revised and expanded to address cases where a law may have been violated that may compel the president (or alternate) to notify law enforcement authorities outside of the internal investigation team process. The ASCCC has reviewed and revised Policy 20.05 (formerly 60.0) Removal of a Member of the

Board of Directors and continues to consider whether further revisions or the creation of additional policies in this area are needed. One element of this review and revision is consultation with legal counsel."

## **Conclusions**

The previous report included two recommendations:

Recommendation (a): it is recommended that the Academic Senate survey its constituents in the field about how they perceive the professional integrity of the Executive Committee and the Academic Senate as a whole.

Recommendation (b) that "the Academic Senate create and delineate a clear process for addressing grievances, complaints, lawsuits, or related issues, which is accounted for in a self-study that substantiates there are no professional integrity issues."

The committee was unable to find a survey related to recommendation (a), and no direct response to the recommendation (b) appears available.

## **Commendations**

1. The committee finds that the policies for the Academic Senate are well developed and thorough.
2. The committee also finds that there are effective policies in place, and they are easy to find on the Website.

## **Recommendations**

1. The committee recommends updating the Website to match the current policies in the handbook and making sure that the Employee Handbook is accessible on the Academic Senate website.
2. The committee suggests adding policies about Workplace Violence and Security, and Social Media to the Website for easy access.
3. The committee also recommends that the recommendations from this committee be completed in a timely manner. Items that were recommended should either be updated, or a reason should be given for not doing it within a year's time. There should not be unfinished work from this review at the next periodic review.

## **Resources**

Employee Handbook

<https://www.asccc.org/sites/default/files/VI.%20C.%20ii.%20%281%29%20Draft%20Employee%20Handbook%202020.td%20ahh%2012.05.pdf>

Policies Tab

<https://www.asccc.org/policies>

20.01 Code of Ethics

<https://www.asccc.org/policies/codeofethics>

20.02 Whistleblower

<https://www.asccc.org/policies/whistleblower>

20.03 Harassment

<https://www.asccc.org/policies/harassment>

20.04 Drug-Free Environment

<https://www.asccc.org/policies/drugfree>

30.01 Conflict of Interest

<https://www.asccc.org/policies/conflict-interest>

10.03 Honoring Local Policies

<https://www.asccc.org/policies/honoring-localpolicies>

30.02 Receiving Honoraria

<https://www.asccc.org/policies/receiving-honoraria>

20.05 Removal of a Member of the Board of Directors

<https://www.asccc.org/policies/removal>

## **Area of Emphasis: Openness and Disclosure**

The Academic Senate provides comprehensive and timely information to the public, the media, member senates, and constituent groups and is responsive in a timely manner to reasonable requests for information. All information about the Academic Senate fully and honestly reflects the policies and practices of the organization. Basic informational data about the organization, such as the Executive Committee minutes, agendas, Federal Tax Form 990, and audited financial statements, are available to the public. Informational materials accurately represent the organization's policies and practices. All financial, organizational, and program reports are complete and accurate in all material respects.

### **General Observations**

We find that the information and materials available through the ASCCC appears to reflect their policies and practices fully and honestly and appear accurate. The ASCCC website provides extensive information to the public, media, member senates and constituent groups, however, some areas are requiring more timely and extensive updates, and it can be difficult to find information as there are few central hubs and Executive Committee content from meeting minutes are not included in the search feature.

It is difficult to discern how responsive the ASCCC is to requests for information given that there is no reporting that we could find that documents the status of requests received. We find that much of the basic informational data about the organization is clear and present on the Website, however, some items related to finances and taxes are difficult to find and rely on external sources of reporting.

Reports appear to be complete and accurate, though some understandably are delayed due to the COVID-19 pandemic. Some items, such as resolutions and the strategic plan do not appear to be consistently updated. There have been extensive surveys on many different subjects, some of which have been reported to the Executive Committee but are not all publicly available or easily accessible.

### **Findings and Evidence**

Our primary source of evidence for openness is the ASCCC website, which is the primary source of information to the public, local member senates, the media, and to constituent groups. It is difficult to assess the responsiveness for requests for information because we cannot find any documentation regarding the number or frequency of requests nor the response time/rate or status. The process for requesting information is unclear and some information should be easier to find without requesting it directly. While services for local senates are clearly defined with clear processes, the "contact us" feature does not provide clear guidance as to its purpose, process, or when to expect a response and it is difficult to find alternative ways to contact the ASCCC.

The committee acknowledges that financial updates are provided in various sources (such as meeting minutes), but there is no direct link, nor are they searchable through the search feature.

Based on findings of the 2016-2017 Periodic Review Committee, the ASCCC solicited field input via a survey in Fall 2020 as part of the website redesign.

## **Conclusions**

The committee reviewed Openness and Disclosure and determined the following commendations and recommendations.

## **Commendations**

1. The committee commends the ASCCC for their transparency and the extensive information provided on their website, including publications, meeting minutes, materials from events and plenaries, and legislative updates. We also commend the ASCCC's transparency regarding organizational structure and the Executive Committee.
2. The committee commends the transparency of the ASCCC financials through the Independent Audit Report; however, we recommend that this document and other financial and budget reports be more easily accessible through a direct link on the website home page to dedicated financial information space.

## **Recommendations**

1. The committee recommends that the ASCCC, in their new Website, create more centralized sources for information and searchable meeting minutes.
2. The committee recommends creating a reporting mechanism to track response rates and statuses to requests. We recognize the discussions by the ASCCC to create an improved automated response and a guiding document to assist responses and agree with these needs.
3. The committee recommends that there be clearer channels to contact the ASCCC for information (as opposed to local senate services) with more context and clearer expectations in terms of the process of how requests will be received, timelines for response, and acknowledgement of receipt.
4. The committee recommends that, in addition to publishing the Biannual Local Senates Survey, the results of other surveys the ASCCC conducts should be more readily available and easily accessible to the public through the "Surveys" page.
5. The committee recognizes the ASCCC is in the process of designing a new website, and that committees are responsible for updating their information. To ensure accuracy, currency, and accessibility, we recommend creating a policy that would create a cycle on a set timeline for a comprehensive inventory, review, and update of the Website and public information.

## **Area of Emphasis: Inclusivity and Diversity**

As reflected in its Inclusivity Statement, the Academic Senate for California Community Colleges embraces diversity among students, faculty, staff, and the communities served as an integral part of history, a recognition of the complexity of the present State, and a call to action for a better future.

### **General Observations**

We find that the Academic Senate for California Community Colleges has displayed a commitment to inclusivity and diversity. In their Fall 2019 summary, the ASCCC Executive Committee specifies that the ASCC "plays a central role in partnering with and challenging system stakeholders to create excellence through diversity and equity in California's community colleges." Moreover, the executive committee also recognizes the importance of the local Academic Senates and their respective college constituencies in identifying and examining implicit biases and inequity.

The Executive Committee recognizes the necessity of systemic prioritization of diversity and equity issues beyond the standard limits such as professional development, program funding, federal, State, and local legislation. Furthermore, the committee understands that today's students confront and/or endure numerous obstacles including, "hunger, homelessness, immigration issues, mental health needs, discrimination, hate and bias, gender-related concerns, and sexual harassment."

### **Findings and Evidence**

The Academic Senate for California Community Colleges supports inclusivity and diversity in its many areas of operation, including the ASCCC Inclusivity Statement, resolutions, official publications (including *The Rostrum*), position papers, the Stanback-Stroud Diversity Award, the Equity and Diversity Action Committee (EDAC), and numerous events and diversity resources.

The ASCCC Inclusivity Statement (approved Fall 2019) states an overarching "goal of ensuring the equal educational opportunity of all students" and "embraces diversity among students, faculty, staff, and the communities we serve as an integral part of our history, a recognition of the complexity of our present state, and a call to action for a better future." The statement demonstrates a broad and inclusive vision in terms of diversity, inclusion, and anti-racism.

The Academic Senate for California Community Colleges, in part through the Equity and Diversity Action Committee (EDAC), has supported inclusivity and diversity through the resolution process. Resolutions are voted on and adopted at the ASCCC's Fall and Spring Plenary Sessions. A sampling of ASCCC resolutions from 2017-2020 illustrates the ASCCC's commitments to inclusivity and diversity:

Support the Anti-Racism Pledge (Fall 2020); Adopt Anti-Racism Education Paper (Fall 2020); Ethnic Studies Graduation Requirement (Fall 2020); Clarify and Strengthen the Ethnic Studies General Education Requirement (Fall 2020); The Role of Student Employees in Advancing



Faculty Diversification (Fall 2020); Address Privacy and Rights Violation Caused by Education Code §87408 (Spring 2019); In Support of All-Gender Restrooms on California Community College Campuses (Spring 2019); Support Infusing Anti-Racism/No Hate Education in Community Colleges (Fall 2019); Replacing the Academic Senate for California Community Colleges Inclusivity Statement (Fall 2019); Adopt the Paper Equity-Driven Systems: Student Equity and Achievement in the California Community Colleges (Fall 2019); Include Currently and Formerly Incarcerated Youth in Equity Plans (Fall 2019); Enable the Canvas Name Preference Option (Fall 2019); Non-binary Gender Option on CCCApply (Fall 2018); Revise the Paper A Re-examination of Faculty Hiring Processes and Procedures (Spring 2017); Support for Marginalized Students (Spring 2017); Support for Students with Deferred Action for Childhood Arrivals (DACA) Status (Spring 2017); Support for DACA Students (Fall 2017); ESL Equity Impact Caused by Termination of Common Assessment Initiative (Fall 2017); Revise the 2002 Paper Student Equity: Guidelines for Developing a Plan on Student Equity (Fall 2017); Ensure Equal Access for All Qualified California Community College Students to College Promise Funds (Fall 2017)

The official ASCCC publication, the *Rostrum*, which is sent regularly to local academic senates and is available on the ASCCC Website, includes many articles that focus on equity, diversity, inclusion, and anti-racism. A sampling of recent *Rostrum* articles from 2020-2021 indicates the following issues: Faculty Hiring and Diversity: An Ongoing Collaborative Effort; Americans with Disabilities Act and Disability Support Programs and Services Coordination to Best Serve Students; Eradicating Xenophobia in Community College; Ethnic Studies: Looking Back; Looking Forward; Credit for Prior Learning as an Equity Lever; Our Obligation to Equitable Hiring Practices: A Partnership Approach to Ensuring an Equity-minded Selection and Recommendation Process; Anti-Racism and Guided Pathways Implementation; Academic Freedom and Equity; Decolonizing Your Syllabus, an Anti-Racist Guide for Your College; The Black Superwoman and Socially Conscious Self-Care; Systemic Resistance: Inherited Acts of Self-Defense; In the Wake of George Floyd: An Open Letter to College Educators Across the Nation; Affirming Black Male Excellence; Curriculum Trauma; How to Start Antiracist Work: Faculty Hiring Practices for Diversification; Shifting from Passion to Purpose: Moving Past Our Emotions So We Can Do What's Right All the Time; How I Have Taught Lessons on Issues of Race; Gitcho' Mind Right: Why Confronting Unconscious Bias Must Become an Actionable Item; Supporting the Professional Development of Women Leaders; Best Practices for Student Involvement in the Student Equity and Achievement Plan and Implementation; How to Start Anti-racism Work at a Colorblind Institution; Supporting the Professional Development of Women Leaders.

The Academic Senate for California Community Colleges, through recommendations made in resolutions at plenary sessions and in the work of its many statewide committees and its executive committee, publishes important position papers on a variety of topics. Notably, the ASCCC has created many such papers focused on contexts and issues of inclusion and diversity. Some of the papers (and related documents) that have been written include: Anti-Racism Education in the California Community Colleges (2020); In the Wake of George Floyd: An Open Letter to College Educators Across the Nation (2020); Equity-Driven Systems: Student Equity and Achievement in the California Community Colleges (2019); A Re-examination of Faculty Hiring Processes and Procedures (2018).

Since 2001, the ASCCC has supported the Stanback-Stroud Diversity Award. The award seeks to honor the cadre of committed faculty who consistently rise to meet the challenges faced by CCC students. As stated on the ASCCC Website: "Serving the most diverse student population of any higher education system in the country, the California Community Colleges System is largely comprised of demographic groups that have traditionally faced barriers to education and are often underprepared when they reach the classroom. It is the challenge and responsibility of California community college faculty to demonstrate the sustained attention and support necessary to fully engage and excite these students. This prestigious award acknowledges an individual or group that is exceptional in contributing to the advancement of intercultural harmony, equity, and campus diversity at their college."

The ASCCC has developed an Equity and Diversity Committee Strategic Plan and has an Equity and Diversity Action Committee (EDAC) that responds to resolutions from the session that deals with the issues of equity and diversity in hiring, equal opportunity, and cultural diversity in the curriculum. The EDAC committee recommends strategies that promote student equity and student success, including effective teaching and student learning styles and fostering a campus climate conducive to faculty diversity and student achievement. The committee advises the Executive Committee on guidelines, laws, and regulations relating to equal opportunity and cultural diversity. It promotes the integration of equity and diversity issues in appropriate ASCCC activities.

The Academic Senate for California Community Colleges has hosted events that focus specifically on topics of equity and inclusion. On Feb 8, 2019, it hosted the Building Diversity Summit in Los Angeles, California. The summit "focused on eliminating institutional barriers that impede employment access to historically underrepresented groups." The ASCCC also hosted the Faculty Diversification Meeting on Feb 14, 2019, at Bakersfield College.

The ASCCC also includes resources related to inclusion, diversity, and anti-racism on its official Website. Some sample items included on the site are Resources for DACA and Undocumented Students and Faculty Diversification Resources.

## **Conclusions**

The past four years have been politically turbulent, with an increasing spotlight being turned on acts of racial injustice and systemic racism in our culture. The tragic death of George Floyd in late May 2020 led to nation-wide protests and demands for citizens to recognize the racism that has historically existed in our nation's social systems and policies. To this end, the ASCCC has made its commitment to support anti-racism and equity-minded measures to promote inclusivity and diversity clear.

Raising the clarity, visibility, and transparency in the processes in calls for proposals for the various institutes, workshops, plenaries, etc, as well as opportunities for engagement with planning will improve efforts for long-standing equity, inclusiveness, diversity, and anti-racism within the organization. While the ASCCC has made considerable effort since the inescapable BLM movement, the movement necessitates continued conscious, integrative efforts to move away from the "check box" mentality that is pervasive in educational institutions. Resting on the

laurels of any efforts would be a departure from the necessity of an institution like the ASCCC to be dynamic and thereby relevant to the needs and changes at all levels and in all aspects of the 10 +1 mandate, and the ways in which the 10+1 are impacted by these needs and changes.

## **Commendations**

1. The Committee commends the ASCCC for its extensive focus on equity, diversity, inclusion, and anti-racism, as reflected in many resolutions, *Rostrum* articles, and Academic Senate papers.

## **Recommendations**

1. The committee recommends expanding Faculty Diversification Resources to provide even more resources focused on equity, diversity, and inclusion for local senates.
2. The committee recommends more of an intersectional focus that considers issues of equity and inclusion from a perspective that acknowledges and challenges the interlocking nature of systemic forces of racism, sexism, classism, transphobia, and ableism.
3. The committee recommends the Executive Committee conduct surveys of all California community colleges to assess, educate, encourage and support their compliance with current equity and diversity policies and laws.
4. The committee recommends that the Executive Committee continue to work with the local academic senates to ensure that inclusivity and diversity issues are addressed on their campuses.
5. The committee recommends the development and advocacy of inclusivity and diversity policies addressing the concerns facing today's students, including microaggressions, food and housing insecurity, and related issues.
6. The committee recommends that the Executive Committee invite the ASCCC caucuses to attend and present at the monthly Executive Committee meeting. We believe it is fundamentally important for the committee to hear and respond to the issues and concerns of caucuses. Invitations could be extended to one, two, or all caucus groups per meeting session.

## **Resources**

Inclusivity Statement

<https://asccc.org/inclusivity-statement>

Resolutions (search under Title with the words "Equity" or "Diversity")

<https://asccc.org/resources/resolutions>

Rostrum

<https://asccc.org/publications/rostrum>

Academic Senate Papers

<https://asccc.org/publications/academic-senate-papers>

Anti-Racism Education in the California Community Colleges

<https://asccc.org/papers/anti-racism-education-california-community-colleges>

In the Wake of George Floyd: An Open Letter to College Educators Across the Nation

<https://www.asccc.org/content/wake-george-floyd-open-letter-college-educators-across-nation>

Stanback-Stroud Diversity Award

<https://asccc.org/events/stanback-stroud-diversity-award-0>

Equity and Diversity Action Committee

<https://asccc.org/directory/equity-and-diversity-action-committee>

Building Diversity Summit

<https://www.asccc.org/sites/default/files/IV.%20C.%20%285%29Building%20Diversity%20Summit%20Session%20Why%20is%20Faculty%20Diversity%20such%20a%20Challenge%20for%20our%20Colleges.pdf>

Resources for DACA and Undocumented Students

<https://asccc.org/resources-daca-and-undocumented-students>

Faculty Diversification Resources (Events)

<https://asccc.org/faculty-diversification-resources>

## **Area of Emphasis: Grants, Programs, and Planning**

### **General Observations**

The Academic Senate's programs and initiatives, including grant projects, are driven by its mission to empower faculty to better advocate issues and interests involving academic and professional matters. The Academic Senate engages in deliberative and thoughtful planning activities to further the mission of the organization. These activities include long-range strategic planning and careful consideration of more immediate activities and shorter-term projects and how these activities and projects are consistent with or fit into the overall strategic plan. The Academic Senate offers timely services that assist local senates with training and guidance to aid them in dealing with local issues and challenges. The Academic Senate provides support and assistance to local academic senates through both formal and informal mechanisms. The Senate provides speakers and tailored workshops as well as strategic advice and direct support to local senates.

### **Findings and Evidence**

The Periodic Review Committee analyzed the ASCCC's Grants, Programs, and Planning. The results of the analyses are included below.

#### *Grants*

Compared to the 2017 Periodic Review Committee report, the grants and initiatives that have been completed are CCCCCO CTE Curriculum Academy, ICAS, EPI/CAI Butte Initiatives, and the Foundation and Irvine Foundation. The Chancellor's Office Course ID and the State of California Governor's grants are both ongoing grants.

According to the Oct 15, 2020, Independent Auditor's Report, the ASCCC has received the following grants. All are unrestricted. These monies are also reflected in the Consolidated Financial Statements of 2019-2020 and the ASCCC 2021 Budget and are directly related to ASCCC goals and initiatives. The breakdown of these grants for 2019-2020 (as per the ASCCC Director of Finance) is as follows:

A. State of California Academic Senate Grant	\$1,000,000 (on-going)
B. Chancellor's Office Course ID	\$575,134 (on-going)
C. Guided Pathways	\$652,565 (on-going thru 12/31/2020)
D. LACCD - PT Institute Funding	\$98,194 (final)

Other Grants and Contracts Summary per Audit presentation:

E. CA Dept of Education - ECE	\$77,457 (one-time grant)
F. OERI	\$824,671 (on-going)
G. ICAS	\$4,021 (final FY 2019-2020)
H. IEPI	\$133,248 (on-going)

According to the 2018 ASCCC Annual Report, the ASCCC sought an indefinite increase to the State of California base grant in 2017 (due to increased costs and activities). This request was approved, and the grant was increased to 1M dollars (\$468,000 previously).

The ASCCC now contracts directly with the Chancellor's office on grant funding. This change has enabled the ASCCC to continue receiving funds to continue running the Course Identification Numbering System (C-ID) and to implement the Guided Pathways program. At the end of the 2018 academic year, the Academic Senate secured funding to expand on the work of the Open Educational Resources (OER) Initiative, with the total funding amount of \$6M over a five-year period.

The ASCCC 2018-2023 Strategic Plan (adopted Apr 14, 2018, by the ASCCC Delegates) has three objectives related to grants; they are objectives 5.1, 5.2, and 6.1. The following activities by the ASCCC are evidence of the work they are doing to fulfill those objectives:

- A. Requested and received an increase in the State of California base grant to \$1M dollars (objectives 5.1 and 5.2)
- B. Worked with the Governor's office to include language in the budget trailer bill that allows the Chancellor's office to contract with ASCCC directly on grant funding (objectives 5.1 and 6.1)
- C. Secured funding to expand the OER Initiative over a 5-year period (objective 5.1)
- D. Partnered with 3CSN to fund work statewide to provide professional development for part-time faculty, including the part-time faculty institute (objective 5.1)

### *Programs*

The Academic Senate for California Community Colleges offers many events and meetings, ranging from area meetings, plenary sessions, webinars, and many others. A sampling of the events from 2021 includes the following: Webinar - Long-term Planning for GP Integration, Long-term Planning for GP Integration, CTE Liaison Coffee Hour - Credit for Prior Learning, ASCCC Webinar and Project Launch: Teaching Justice-Involved Students, Data 101: Using Data to Ensure Learning, Webinar - CTE Faculty Diversification, CTE Faculty Diversification, Area B Meeting, Area A Meeting, Area C Meeting, Area D Meeting, Coffee, Tea, and GP: Culturally Responsive Curriculum, CTE Liaison Coffee Hour - Minimum Qualifications, Coffee, Tea, and GP: Sustaining Our Work and Ourselves, Executive Committee Meeting, 2021 Spring Plenary Session, Staying on the Path: Guided Pathways and Scheduling for Student Completion, 2021 Career Noncredit Education Institute, All Four Pillars: English, English as a Second Language, and Mathematics Placement, Access, Enrollment, Support, and Success, 2021 Faculty Leadership Institute, 2021 Curriculum Institute.

The Academic Senate for California Community Colleges provides support and assistance to local academic senates through formal and informal mechanisms. The Senate provides speakers and tailored workshops as well as strategic advice and direct support to local senates. The services provided focus on numerous relevant academic and professional matters. Accreditation Resource Teams offer training on SLOs and Assessment, Program Review, and various Faculty Roles in instructional programs, student services/student support services, accreditation, and governance. Such services include lecture-type presentations, interactive sessions, coaching or mentoring sessions, development of training materials or workbooks, and

other methods to assist local colleges in successful accreditation. These services are either covered by grants or are sometimes provided at cost to local senates. Following both forms of technical assistance, the ASCCC sends out surveys to the local senates to determine if additional help or resources are needed.

The ASCCC offers Guided Pathways Resource Teams to provide support to local academic senates related to the implementation of guided pathways. Resource teams are comprised of faculty members who have expertise in the area of practice requested by the college. The services include local senate visits, interactive presentations, facilitation of faculty workgroups and coaching or mentoring sessions, collaborative development of training materials, and webinars.

The Academic Senate for California Community Colleges provides opportunities for local senates to have visits from members of the Executive Committee and the Relations with Local Senates Committee. The purpose of these visits is for the committee member to serve as a liaison between the ASCCC and the local Senate.

The Academic Senate for California Community Colleges and the California Community College Chief Instructional Officers offer a joint program of assistance (Curriculum Technical Assistance) for local colleges and districts. The program aims to help districts and colleges successfully implement state laws and regulations involving curriculum. The services include information presentations, advisory assistance, issue resolution, and special workshops and presentations. A second joint program of the Academic Senate of the California Community Colleges and the Community College League of California is Governance Technical Assistance. The purpose of the program is to help districts and colleges successfully implement state laws and regulations that call for effective participation by faculty, staff, and students in district and college governance. Services include informational presentations, advisory assistance efforts, issue resolution, and special workshops and presentations.

An additional service provided by the ASCCC is the Faculty Empowerment and Leadership Academy. The FELA is a one-to-one mentoring program designed to meet the needs of diverse faculty in the California community college system. The program provides opportunities for participants to engage in empowerment for personal and professional development, including networking opportunities and support through an entire year. The FELA focuses on the development of faculty from historically underrepresented groups in higher education. The academy provides opportunities to connect with leaders from across the State, empower faculty to seek leadership roles, and provide regular contact with mentors.

### *Planning*

In Spring 2018, the delegates to the plenary session adopted an organizational strategic plan for the ASCCC for 2018-2023. This plan has the following goals: Assert the faculty voice and leadership in local, State, and national policy conversations; Engage and empower diverse groups of faculty at all levels of state and local leadership; Assert ASCCC leadership in all faculty professional development for the California Community College system regarding academic and professional matters; Enhance engagement, communication, and partnerships with local senates and system partners, and other constituent groups; Secure resources to sustain and support the

mission and the work of the ASCCC; and Sustain, support, and expand the ASCCC Course Identification Numbering System (C-ID). The 2018-2023 Strategic Plan includes objectives for each of the six-goal areas.

The ASCCC conducts surveys related to various initiatives to solicit feedback from constituents. Surveys explicitly related to programs are available on the ASCCC website under Resources; however, the only links available are the 2015-2016 and 2020-2021 academic years. It is not clear if surveys for 2017-2020 exist or if the links to surveys during that time have not been added to the Website.

## **Conclusions**

The Academic Senate for California Community Colleges supports its mission through numerous grants, programs, and planning, including services for local senates and the scheduling of statewide and regional meetings. Grants are directly related to ASCCC goals and initiatives, with financial disclosures made available to constituents. Complete information regarding the evaluation of programs and initiatives by constituents is not readily available on the Website. While the 2018-2023 strategic plan is in place, it does not appear to have been updated with ongoing notations as of this writing.

## **Commendations**

1. The Committee commends the ASCCC for its commitments to local senates, including the many technical assistance services it offers and its attention to local senate needs through its many events.

## **Recommendations**

1. The 2020-21 ASCCC Executive Committee Internal Evaluation (n=14) indicated some concerns related to the Strategic Plan. One respondent suggested "clarifying the role of an executive committee member in achieving the strategic plan goals," while another offered, "the alignment of the strategic plan approved by the field needs to be incorporated more intentionally into the work of the ASCCC committees and addressed in Executive board meetings more regularly." The committee recommends that the ASCCC address the concerns noted in the survey to assess and implement the Strategic Plan.

2. Locating up-to-date information on programs, strategic planning, and survey results are challenging to find and, in some cases, absent all together. The committee recommends updating this important information on a regular cycle and making it readily available on the Website.

## **Resources**

Academic Senate Events

<http://www.asccc.org/calendar/list/events>



Accreditation Assistance

<https://www.asccc.org/services/accreditation-resource-teams>

Guided Pathways

<https://asccc.org/guided-pathways>

Local Senates Visits

<https://www.asccc.org/services/local-senate-visits>

Curriculum Technical Assistance

<https://www.asccc.org/curriculum-technical-assistance-visits>

Governance Technical Assistance

<https://www.asccc.org/services/technical-assistance>

Faculty Empowerment and Leadership Academy

<https://asccc.org/faculty-empowerment-and-leadership-academy>

2018-2023 Strategic Plan

[https://asccc.org/sites/default/files/ASCCC\\_Strategic\\_Plan\\_2018-2023\\_final.pdf](https://asccc.org/sites/default/files/ASCCC_Strategic_Plan_2018-2023_final.pdf)

Executive Committee Meeting Dec 7, 2019 Events Planning Procedures

[https://www.asccc.org/sites/default/files/Download%20Agenda\\_35.pdf](https://www.asccc.org/sites/default/files/Download%20Agenda_35.pdf)

ASCCC Annual Report 2018

<https://www.asccc.org/sites/default/files/annual%20report2018%20v3%20%281%29.pdf> -

Executive Committee Meeting May 10 2019 Statement of Activities By Grant -

<https://www.asccc.org/sites/default/files/IV.%20E.%20%282%29%20A-Stmt%20of%20Activities%20w%20BUDGET%20by%20Grant%205-8-19%20summary.pdf>

Links to ASCCC Surveys [https://drive.google.com/file/d/1UD7VWHoqS-N3-fLYlutNW9Bh\\_s5v3siY/view?usp=sharing](https://drive.google.com/file/d/1UD7VWHoqS-N3-fLYlutNW9Bh_s5v3siY/view?usp=sharing)

<https://www.asccc.org/resources/surveys>

## **Summary and Conclusions**

In addition to the specific recommendations identified throughout this document, the Periodic Review Committee found common themes that are summarized as follows:

*Self-Study:* The Periodic Review Committee suggests that the Executive Committee provide future Periodic Review Committees with a comprehensive self-study that includes evidence to support the review criteria. The Executive Committee should also develop a timeline that allows adequate time to evaluate the evidence thoroughly.

*Timing:* The Periodic Review Committee suggests that the selection of committee members should start before the Spring Plenary of the year prior to the committee's report the following Spring. This extended time will allow future Periodic Review Committees to gather and analyze information more comprehensively, collect surveys, and conduct interviews to broaden the scope of feedback for each area.

*Feedback:* The Periodic Review Committee strongly recommends that a review of communication policies and practices within the organization be initiated to assure that the ASCCC office and representatives are responsive to inquiries and needs of local senates as stated in the Mission Statement. The Periodic Review Committee identified a need to develop a system for Senate members to give feedback freely and anonymously to ASCCC. This system should be accompanied by a mechanism to follow up on the feedback received and actions taken or not taken because of suggestions from its constituency.

The PRC recommends that the Executive Committee establish a timeframe for assuring the recommendations stated herein are addressed before the next periodic review. Additionally, it is recommended that future PRCs provide access to previous PRC members to provide context to the review process.

In closing, the Periodic Review Committee wishes to thank the Executive Committee for being accessible and forthcoming in providing all requested information. The periodic review process is a worthwhile endeavor that will ultimately benefit the Executive Committee, the ASCCC, and all stakeholders throughout the California Community College system.