Accreditation First Draft Forum

Standard IV

2/27/14

First Draft Forums

- Presentation of Findings & Evidence
  - How SBVC meets the Standard

Standard IV

Staff, Faculty & Managers working on Standard II.A

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Standard IV: Leadership and Governance

*The institution recognizes and utilizes the contributions of **leadership throughout the organization** for **continuous improvement of the institution**. Governance roles are designed to **facilitate decisions** that **support student learning** programs and services **and improve institutional effectiveness**, while acknowledging the designated responsibilities of the governing board and the chief administrator.*

IV.A. Decision-Making Process

*The institution recognizes that **ethical and effective leadership throughout the organization** enables the institution to **identify institutional values, set and achieve goals, learn, and improve**.*
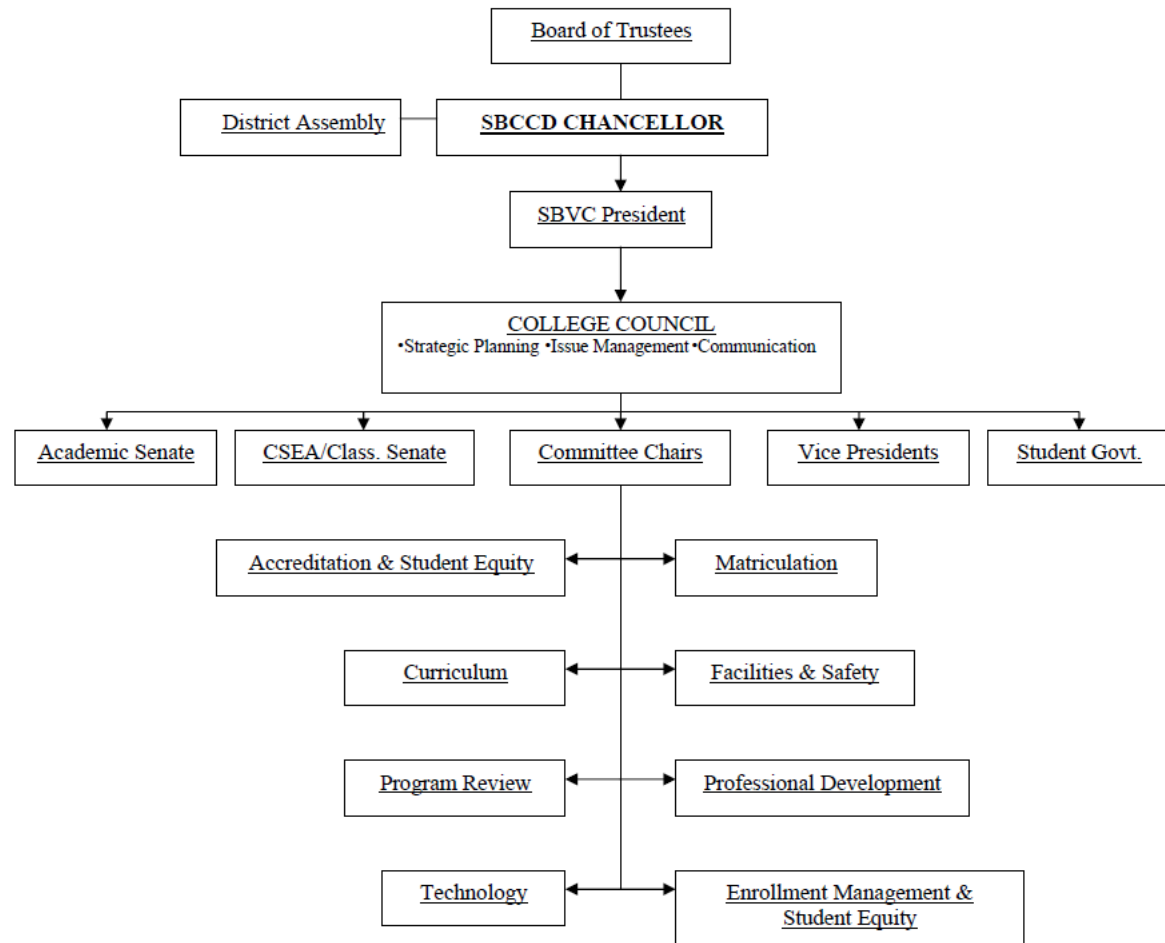
IV.A.1. *Institutional leaders* ***create an environment for empowerment, innovation, and institutional excellence****. They encourage staff, faculty, administrators, and students, no matter what their official titles, to* ***take initiative in improving the practices, programs, and services*** *in which they are involved. When ideas for improvement have policy or significant institution-wide implications****, systematic participative processes are used to assure effective discussion, planning, and implementation.***

- Mission, Values and Tenants
- Institutional Evaluation & Review available to all?
  - [Strategic Plan](#)
  - [Program Efficacy](#)
  - [Curriculum](#)
  - Outcomes
- Shared Governance & Collegial processes allow for;
  - Participate in institutional development and change
  - Enhance student learning

IV.A 2 a. *Faculty and administrators have a substantive and clearly defined role in institutional governance and exercise a substantial voice in institutional policies, planning, and budget that relate to their areas of responsibility and expertise. Students and staff also have established mechanisms or organizations for providing input into institutional decisions.*
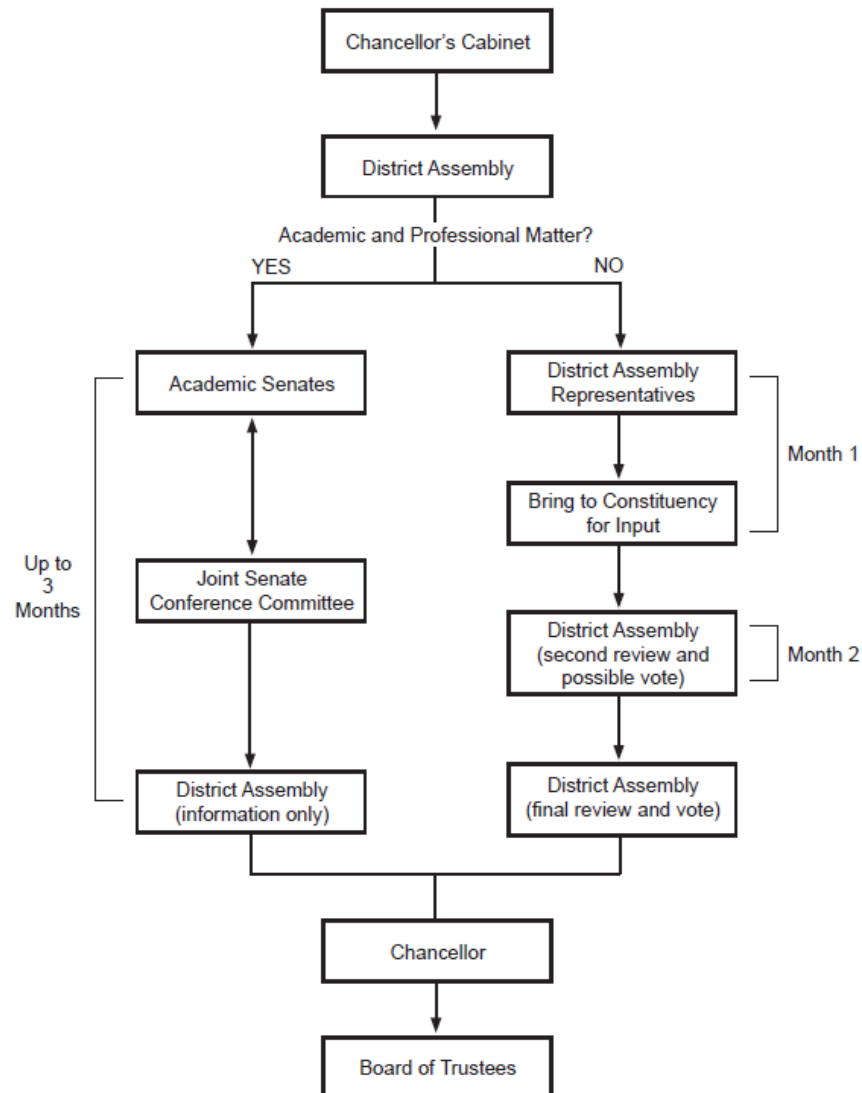
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                                    Board of Trustees

         District Assembly          SBCCD CHANCELLOR

                                    SBVC President

                            COLLEGE COUNCIL
                   •Strategic Planning •Issue Management •Communication

  Academic Senate   CSEA/Class. Senate   Committee Chairs   Vice Presidents   Student Govt.

          Accreditation & Student Equity  ←→  Matriculation

                    Curriculum  ←→  Facilities & Safety

                Program Review  ←→  Professional Development

                    Technology  ←→  Enrollment Management &
                                     Student Equity
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IV.A 2b. *The institution relies on faculty, its academic senate or other appropriate faculty structures, the curriculum committee, and academic administrators for recommendations about student learning programs and services.*

- BP & AP 2225

- **AB 1725: Academic Senate 10+1**
  - **Curriculum Committee**
  - **Program Review Committee**
  - **Learning Outcomes Processes**
  - **Matriculation Committee**
  Additionally
    - **Articulation**
    - **Graduation Requirements**
    - **Distance Education**
    - **Probation, Dismissal & Remittance**
    - **Prerequisites & Co-requisites**
- **CTA agreement defines faculty workload**

IV.A 3. *Through established governance structures, processes, and practices, **the governing board, administrators, faculty, staff, and students work together for the good of the institution**. These processes facilitate discussion of ideas and effective communication among the institution's constituencies.*

Flow Chart for Changes to Board Policies or Administrative Procedures

Chancellor's Cabinet

District Assembly

Academic and Professional Matter?

YES — NO

Academic Senates

District Assembly Representatives — Month 1

Bring to Constituency for Input

Up to 3 Months

Joint Senate Conference Committee

District Assembly (second review and possible vote) — Month 2

District Assembly (information only)

District Assembly (final review and vote)

Chancellor

Board of Trustees

9-8-11

IV.A 4. *The institution advocates and demonstrates honesty and integrity in its relationships with external agencies. It agrees to comply with Accrediting Commission standards, policies, and guidelines, and Commission requirements for public disclosure, self-evaluation, and other reports, team visits, and prior approval of substantive changes. The institution moves expeditiously to respond to recommendations made by the Commission .*

- Institutional Integrity
  - One-click access to Accreditation documents
  - Compliance with U.S. Department of Education Regulation
  - Public Communications
  - Commitment to education quality

IV.A 5. *The role of leadership and the institution's governance and decision-making structures and processes are regularly evaluated* to assure their integrity and effectiveness. The institution widely communicates the results of these evaluations and uses them as the basis for improvement.

- **Leadership Evaluations**
  - Interimitits
  - AP 7250 & 7251 Management Employees and Management Evaluation

- **Structure & Processes**
  - AP 2225 undergoing revision
  - Self-Evaluation of processes
  - Campus Climate Surveys
  - Committee Survey

IV.B. Board and Administrative Organization

- *In addition to the leadership of individuals and constituencies, institutions recognize the designated responsibilities of the governing board for setting policies and of the chief administrator for the effective operation of the institution. Multi-college districts/ systems clearly define the organizational roles of the district/ system and the colleges.*

4.B

BOARD PRESIDENT DISTRICT

- **What's Tedious**
  – Board Policy
  – Administrative Procedures

- **What's Curious?**
  – Are BP and AP Followed?
  – Hiring and evaluation
  – District Allocation Model

- **What's Demonstrable?**
  – Evidence

IV.B.1. *The institution has a governing board that is responsible for establishing policies to assure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. The governing board adheres to a clearly defined policy for selecting and evaluating the chief administrator for the college or the district/system.*

- Policy Manual & Documents
  - Board Policy
  - Administrative Policy
  - Title 5
  - Goals & Imperatives
- **Policies** for Selection & Evaluation of Chief Administrator
  - AP 7250
  - BP 2175
  - Draft : AP 7120 hiring and recruitment

IV.B.1.a. *The governing board is an **independent policy-making body** that reflects the public interest in board activities and decisions. Once the **board reaches a decision, it acts as a whole**. It advocates for and defends the institution and protects it from undue influence or pressure**.***

- Elected in accordance with BP 2050 & Title V
- Conflict of Interest?
  - 1 SBVC retiree
  - 2 CHC retirees
  - 1 SBVC/District retiree
- Representative of the Public Interest?
  - Board is diverse
  - Active in community service organization
  - Higher Education
  - State Government

IV.B.1.b. *The governing board establishes policies consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them.*

IV.B.1.c. *The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity.*

- BP/AP
  - Student Learning
  - Student Services
- Commitment to Technology
- Board Goals and Imperatives
- Aware of institution-set standards
- Aware of student achievement
- Education Code 70900-02

IV.B.1.d. *The institution or the governing board publishes the board bylaws and policies specifying the board's size, duties, responsibilities, structure, and operating procedures.*

IV.B.1.e. *The governing board acts in a manner consistent with its policies and bylaws. The board regularly evaluates its policies and practices and revises them as necessary.*

- BP 2000 Series
- Agenda, Document, Minutes & Audio Recordings
- Evaluating & Revising Board Policies
  - BP 2045 and AP 2045
    - 6610
- AP items are information to Board
  - AP changed by constituencies as needed
- BP items are Board Approved
  - CCLC Consultant developing a 5 year preview cycle
  - Meanwhile aggressive plan to catch up

IV.B.1.f . *The governing board has a program for board development and new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.*

- Staggered terms of office
- Education Development BP 2110
    - CCLC New Member Workshops
    - Orientation with Chancellor and Trustee Mentor
    - Planning Retreat
    - 2012-2013 Self-Evaluation includes plans to create New Trustee Handbook
    - Additional Conferences & Workshops

IV.B.1.g. *The governing board's self-evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies or bylaws.*

IV.B.1.h. *The governing board has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code*

- Self-Evaluation: BP 2020
  - Previously done in closed session
  - Now Self-Evaluation Report in reviewed in Open Session
  - Written Report included in minutes

- Code of Ethics
  - BP 2010
  - 13 Responsibilities
  - No know ethical issues

IV.B.1.i. *The governing board is informed about and involved in the* **accreditation process**.

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- Board receives all accreditation self-study reports and recommendations including update reports and midterm reports
- Accreditation processes and findings are presented to the Board (April 13 & 14)
- Barabara Beno, ACCJC President, made Board presentation Sp ing 2013
- AP 3200

IV.B.1.j. *The governing board has the responsibility for selecting and evaluating the district/system chief administrator (most often known as the chancellor) in a multi-college district/system or the college chief administrator (most often known as the president) in the case of a single college. The governing board delegates full responsibility and authority to him/her to implement and administer board policies without board interference and holds him/her accountable for the operation of the district/system or college, respectively. In multi-college districts/systems, the governing board establishes a clearly definedpolicy for selecting and evaluating the presidents of the colleges.*

- BP 2170 Delegates authority to the Chancellor
- BP 2175 "Chancellor should be evaluated by the Board in compliance with the employment contract and the process indicated by AP 2175"
- Selection
  - Interim Fall 2009
  - Appointed by Board Spring 2011
  - Followed Procedure???
- Evaluation
  - 11/12 Evaluation in accordance with employment contract which is confidential
  - 12/13: Ditto
  - Evidence: Board minutes

IV.B.2a. *The president*
plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size, and complexity. He/she delegates authority to administrators and others consistent with their responsibilities, as appropriate.

- Musical Presidents have limited president's ability to be effective
  - Long-term interim with long history @ SBVC
  - 2 failed searched
- Collegial Consultation
  - College Council abandoned by Mr. Buckley; resurrected by Dr, Kuck & Dr. Fisher
  - Campus has strong Academic and Classified Senates
  - Core Plans & Processes are stable and functioning

IV.B.2b. *The president guides institutional improvement of the teaching and learning environment by the following:*

1. Establishing a collegial process that sets values, goals, and priorities;

2. Ensuring that evaluation and planning rely on high quality research and analysis on external and internal conditions;

3. Ensuring that educational planning is integrated with resource planning and distribution to achieve student learning outcomes; and

4. Establishing procedures to evaluate overall institutional planning and implementation efforts.

- See Previous Slide

IV.B.2.c. *The president assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies.*

IV.B.2.d. The president effectively controls budget and expenditures.

- Reformed the Budget Committee
- Honors Needs Assessment Prioritization
- Established methodology for Emergency/Emerging Needs Funding

IV.B.2.e. The president works and communicates effectively with the communities served by the institution.

- Need examples and evidence

IV.B.3. In **multi-college districts or systems, the district/system provides primary leadership** in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. It establishes clearly defined roles of authority and responsibility between the colleges and the district/system and acts as the liaison between the colleges and the governing board.

IV.B.3.a. *The district /system clearly delineates and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice.*

- District Strategic Plan
  – Linked to Board Imperatives
- AP 2225
- District Assembly
- AP 2045: Process Chart

IV.B.3.b. The district/system provides effective services that support the colleges in their missions and functions.

- District Assembly
- District Satisfaction Survey
- District Program Review Process

IV.B.3.c. The district/system provides fair distribution of resources that are adequate to support the effective operations of the colleges.

IV.B.3.d. *The district/system effectively controls its expenditures*.

- College Brain Trust Report
- Chancellor's Cabinet Recommendations
- Ongoing discussion in District Budget Committee
- Maintaining Transparency
- Annual Audit with no internal control issues
- Health Reserves
- No Layoffs

IV.B.3.e. *The chancellor gives full responsibility and authority to the presidents of the colleges to implement and administer delegated district/system policies without his/her interference and holds them accountable for the operation of the colleges.*

- BP does not have explicit language to address this
- Draft at District Assembly

IV.B.3.f. *The district/system acts as the liaison between the colleges and the governing board. The district/system and the colleges **use effective methods of communication, and they exchange information in a timely manner.***

- All District Functions report to District Assembly on a Quarterly Basis
  - District Assembly members to report out
- Chancellor's Chat

IV.B.3.g. *The district/system regularly evaluates district/system role delineation and governance and decision-making structures and processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.*

- Program Review Process
- Strategic Plan with measurable outcomes
- District Survey
- Campus Climate Survey